

FEBRUARY 15, 1944



FEB 25 1944

TWENTY-FIVE CENTS

# Sales Management

**The Billion-Dollar 5 & 10 Market: How You Can**

**Crash Its Gates**

BY T. HARVEY McCLURE



**Six Sound Reasons Why You Should Use a  
Patterned Interview in Hiring Men**

BY ROBERT N. McMURRY

Robert N. McMurry & Co., Chicago



**A Primer on Spot Radio**

BY WALTER J. NEFF

President, Neff-Rogow, Inc., New York City

THE MAGAZINE OF MODERN MARKETING

*First  
among  
fine  
whiskies*

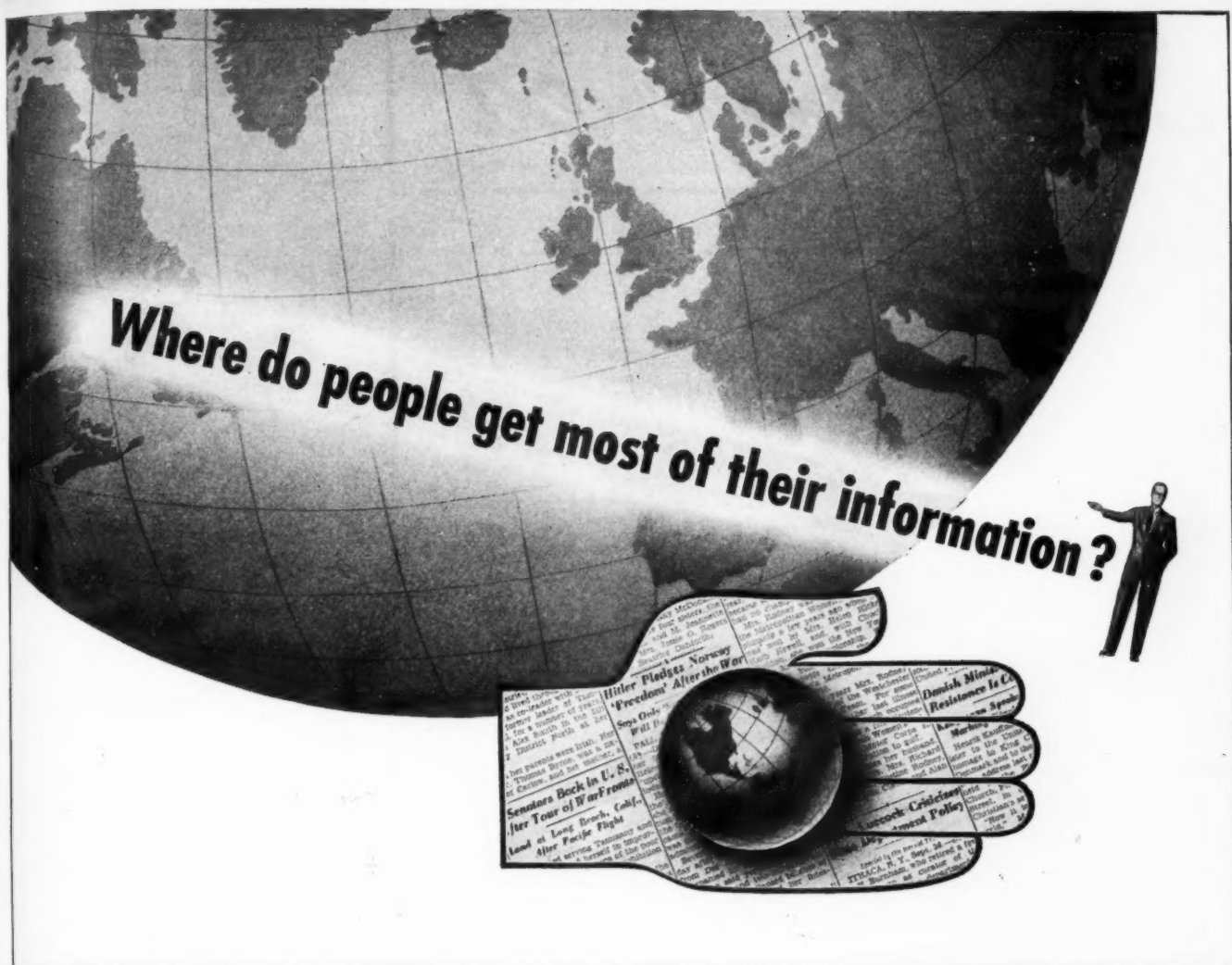
**THREE FEATHERS**  
*Reserve*

**THREE FEATHERS**  
RESERVE  
Blended Whiskey  
Special Blend of three whiskeys  
selected for flavor and distinction  
BOTTLED BY SELECTED DISTILLERS  
ALABAMA

**Please Note:** Our distilleries are now producing alcohol for war use by the government. No whiskey has been made since October, 1942. The base whiskies you now enjoy in Three Feathers blended whiskey were drawn from our ever-diminishing inventories.

FEATHER YOUR NEST...HOLD THE WAR BONDS YOU BUY!

Three Feathers Distilling Company, New York, N. Y. Blended Whiskey, 86 proof, 60% cane products neutral spirits.



**T**oday's new world is smaller, not just because planes fly faster, but because people know so much more about it...because so much significant information from all its warfronts and homefronts is being placed in people's hands every day.

Where do people get most of their information about this challenging new world? Where are they learning the fascinating lessons of the new geography...and all that it means to them? Where are they getting the facts about what's happening today in far-away as well as near-by places?

Of all today's informative forces, none gives as much information to as many people as the newspaper. Nowhere else are so many millions discovering so much about the world and the people who live in it...about what people are doing and thinking, hoping and planning, in their own home town

and around the world. For today's new world must be seen to be understood...seen in words and pictures and maps that bring it to life and make it real.

That's one reason why the demand for newspapers is at an all-time high today. That's one reason why, as The Continuing Study of Newspaper Reading shows, people are reading their newspapers more thoroughly than ever before...the ads as well as the news, because today's ads, too, contribute so much to the information people are seeking.

• • •

*People get most of their information from their newspapers. And the place where people get most of their information is naturally the best place to inform them of your products and services, your wartime activities and your postwar plans.*



This advertisement, prepared by the Bureau of Advertising, A. N. P. A., is published by The Detroit Free Press in the interest of all newspapers

FEBRUARY 15, 1944

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# Sales Management

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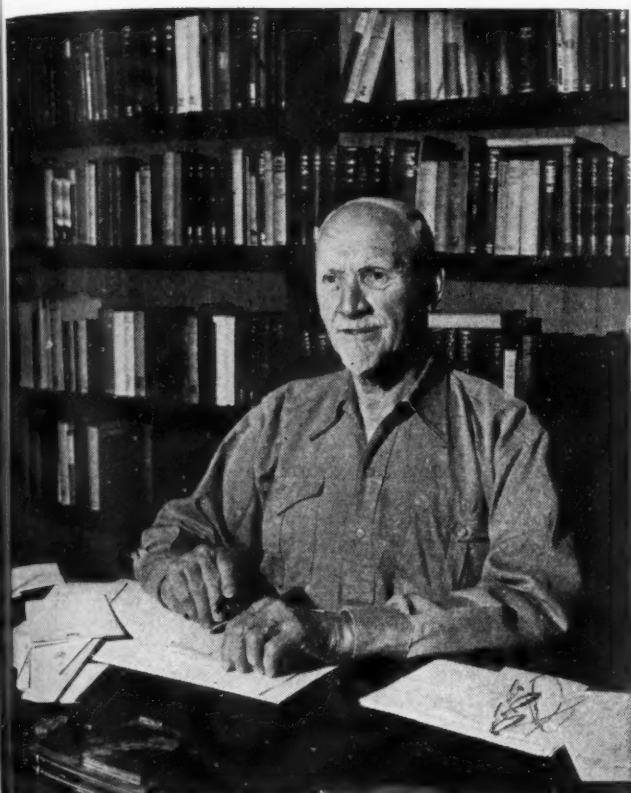
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After leaving Arabia, Busch and Landry covered General Montgomery's occupation of Bizerte, and then went to Pretoria in South Africa for an exclusive story on Field Marshal Smuts, above.



Here's Busch upon his return to LIFE's editorial office, photographed as he was unpacking the duffel bag that he carried with him on the Arabian trip. Note change of costume, absence of beard.

AT FIRST GLANCE, both of the robed figures on the facing page would appear to be Middle Eastern potentates.

But the man on the left is Noel F. Busch, a LIFE editor. Accompanied by LIFE Photographer Robert Landry, Busch traveled all the way to Riad to get a revealing story on Saudi Arabia and its powerful king, Ibn Saud, who is the other man in the picture.

Busch believes in getting away from his desk and traveling about the globe after interviews and articles. In the course of his trips for LIFE he has visited and talked with Trotsky, Lord Beaverbrook, and the Archbishop of Canterbury—to mention a few.

Like Busch, most of LIFE's other editors get out frequently to see and write about the news at its source. For example, John Field spent three months with a Navy Task Force before writing about

life aboard the *Hornet*. And Richard Wilcox went thousands of miles through the North Pacific for material on naval operations.

Thus, in addition to its 130 foreign correspondents and photographers, and its 200 home-front correspondents and photographers, LIFE's big staff of editors is constantly in the field seeing events as they take place.

Thanks to this unique combination of news-gathering forces, the reports in LIFE have a vivid realism—a realism which is one of the reasons for LIFE's great popularity.

From Cape Cod to Puget Sound, LIFE has 22,000,000 readers. No other magazine in America's history ever had such a large audience of readers every week!



22,000,000 readers every week!



## For Women at Work Only



A woman in a man's old job  
Resents too much correction;  
But sugar-coating pills in rhyme  
Converts them to confection.

The Jewel Tea Co., Barrington, Ill., which serves American homes with groceries and useful premiums, operates about 1,600 retail routes. Three years ago all their routes were handled by men. Today about half of them are covered by women—a situation which creates an altogether new set of personnel problems involving such factors as slacks, costume jewelry, lipstick and high heels.

And that's why the sales personnel division of the company decided to publish a friendly guide and handbook for their girls. Result: the capricious, amusing, informative verse-booklet, "Women at Work."

By way of greeting, the booklet opens with a note from the management to the girls:

"Women at Work" was developed to help you to understand more clearly the basic fundamentals of your Jewel job. You will find this material treated amusingly with pictures and verse. We hope you'll like it. Please read each suggestion carefully and in the same spirit in which it is offered. Our sole purpose has been to make the Jewel job easier and more profitable for you.

There are suggestions on how to dress—or, mostly, how not to dress—and there are hints about regular hours, an early start each morning, and the importance of studying sales programs to know all the "pees and kews" of the selling angle. And there are suggestions, too, about planning a day's routes, using a systematic sales presentation—

the "one, two, three" system—and getting new customers. For example:

Re: what the well dressed route-woman will wear.

Your sales will be much bigger  
If you've got a well-dressed figger.  
Man-type slacks, so we are told,  
Are much better when it's cold—  
But if you wear them, keep them neat,  
From the neckline to the feet.  
Now certain ladies' fronts and backs  
Are simply just not made for slacks—  
So, to make your turn-downs less,  
Pay attention to your dress.

Re: how to handle the complaining housewife:

Live up to the Jewel Guarantee  
And handle complaints with courtesy;  
When a customer gripes, just face the fact—  
Turn on a smile, and use your tact;  
Get all the dope, but make it snappy,  
Clear it up quick—and make her happy.  
But don't promise things you can't fulfill  
Or maybe we'll send YOU the bill.

Anyone interested in owning a copy of this "booklet with a smile" can receive one merely by requesting it. Robert E. Stevens, chief, Sales Personnel Division, the Jewel Tea Co., Inc., is the man to address. The booklet was prepared by Joseph W. Story, working with Buckley, Dement & Co., Chicago.

## Five O'Clock Shadow

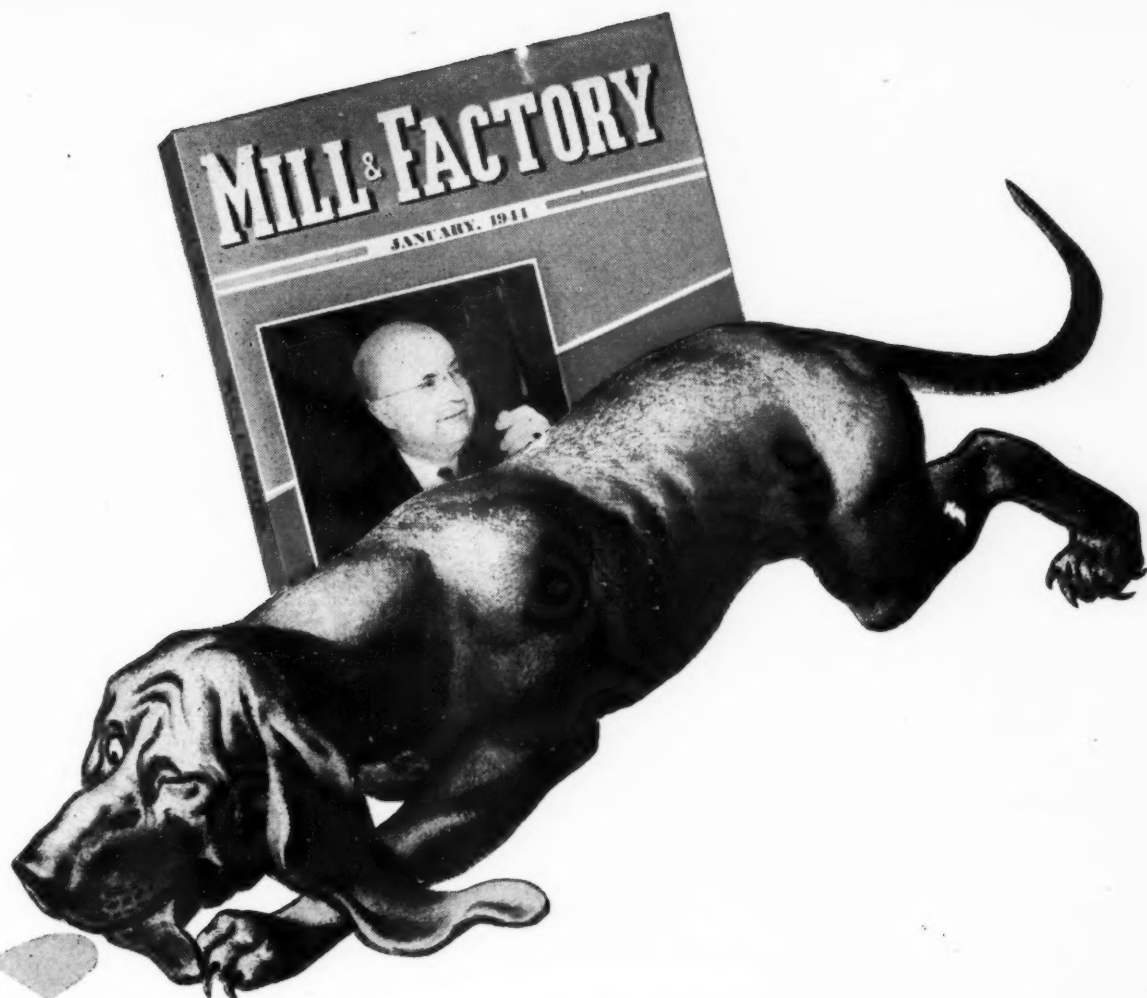
Most of the names of ailments and defects which advertising copywriters dream up to sell products have, at best, a slightly unpleasant connotation, and, at worst, they make cold shudders run down the spine.

A shining exception is the term Five O'Clock Shadow, introduced in 1938 by Federal Advertising Agency into the magazine advertising of Gem Blades, made by American Safety Razor Corp. The phrase became so well known and so much a part of the national idiom that the agency did not always include it in all advertisements, but its accompanying identification symbol (the dial of a clock at five o'clock, with a man's face partly covering the dial) was always used.

Radio comedians particularly like to get laughs with the expression. Fred Allen once said that he gets five o'clock shadow around ten in the morning; Red Skelton, on the Raleigh Cigarette program, claimed that his infantile fuzz was *not* five o'clock shadow, but "three-thirty fuzz," and Monty Woolley, on the Colgate program, spoke of a "garulous goatee . . . raised from a five o'clock shadow."

At least three stories and one article in *The Saturday Evening Post* during the past year have mentioned five o'clock shadow. *Yank* published a cartoon in which a tough brigadier-general was shown saying to a bearded soldier, "Murphy, you have five o'clock shadow." *Life* published a letter from actor Walter Pidgeon, referring to the "Argus-eyed readers," who had commented on the five o'clock shadow shown in a photograph of him made at the Academy Award dinner. A syndicated news picture of four bearded soldiers was captioned, "That Five O'Clock Shadow," with a sub-head, "Least of the worries of a

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## BETTER THAN A BLOODHOUND . . .

**to track down the important buying factors throughout industry each month!**

With continual shifts in plant personnel now occurring due to war conditions, how can you keep up-to-date contact with the men in all plants who influence selections of products such as yours?

The answer is: *Let MILL & FACTORY's unique controlled-paid circulation do it for you!*

### **On-the-Spot Observers**

There isn't another sales force in the country that can keep such close track of current industrial buying factors as the men who allocate MILL & FACTORY subscriptions!

MILL & FACTORY's "scouts" are the 1200 salesmen of leading industrial distributors in every war-production area. They're in the busy plants each week—know every personnel shift, every pending order. What's more, they direct MILL & FACTORY's circulation to the men who buy... pay for every subscription... bring lists up to date *each month!*

### **Full-Time Coverage**

Tell the "know how" facts about your products in MILL & FACTORY, and you'll reach the *right* men in the right plants every month. They're the factors who dictate war procurements... the ones who will eventually influence peacetime buying.

**Conover-Mast Corporation, 205 E. 42nd St., New York 17; 333 N. Michigan Ave., Chicago 1; Leader Bldg., Cleveland 14; Duncan A. Scott, West Coast Representatives, San Francisco 4, Los Angeles 15.**

# MILL & FACTORY

A Conover-Mast Publication

Some folks like

**BOURBON**

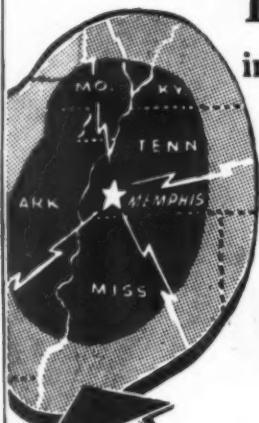


others prefer

**SCOTCH!**



But . . .  
in the "Memphis market"  
**IT'S \*WMC!**



Not only most folks, but most time-buyers. Last year, WMC carried more sponsored time than ever before.

NBC network, top national and local shows . . . all add up to one result . . . undisputed dominance in the Mid-South area for WMC.

**WMC**  
MEMPHIS.  
TENN.

★ 5,000 WATTS DAY & NIGHT  
★ NBC NETWORK

• OWNED AND OPERATED BY  
THE COMMERCIAL APPEAL  
• REPRESENTED NATIONALLY BY  
THE BRANHAM COMPANY  
MEMBER OF SOUTH CENTRAL  
QUALITY NETWORK

WMC—Memphis WJDX—Jackson Miss  
KARK—Little Rock WSMB—New Orleans  
KWKH—KTB—Shreveport

fighting man is a shave." Columnist Henry McLemore wrote of ancestors who suffered not from five o'clock shadow, "but twenty-year eclipse." *Look Magazine* reproduced the clock-and-face symbol in a Photo-quiz feature.

The foregoing are just a few examples of mentions of "the shadow" culled within the last twelve months, offering tangible proof that the five-year-old phrase is now well established Americanese. It is not surprising that Gem Blades are cashing in once more on this sure-fire advertising theme. Their forthcoming campaign, a series of seventeen Peter Arno cartoon ads, will feature this theme. The campaign, starting January 22, will run in *Life*, *Look*, *The Saturday Evening Post*, *Collier's*, *Esquire*, *This Week*, and the *New York Times Magazine*.

Federal Advertising Agency has serviced the American Safety Razor account, for Gem Blades, since 1909, with Jules Singer account executive since 1926.

### What's in a Lunchbox?

One of the by-products of war is the substantially elevated status of the lunchbox. War industries have learned how directly its contents affect the efficiency of workers. Food manufacturers see it as a heretofore neglected major market. Many of them are tagging it for post-war promotion.

Although some investigations of the worker's diet had been made before the war, Dr. Henry C. Borsook, biochemist at California Institute of Technology, was one of the first scientists to go to a war plant—the Lockheed Aircraft Corp., Burbank, Calif.—to study war workers' diets from the manpower angle.

He discovered lots of things: War workers got enough meat, eggs, and potatoes, but not enough vitamins, iron, and calcium. Twenty per cent were underfed—getting less than 2,000 calories when they needed 2,700 to 3,000. In an orange-growing region, one war worker in four did not eat any citrus fruit; four in five ate only one orange daily. War plants were expanding so rapidly that often workers could not reach a cafeteria or lunch stand.

To improve these conditions, Dr. Borsook suggested serving mid-shift snacks to war workers. He developed a vitamin cookie and a lemonade prepared with the whole lemon—the peel giving it a cocktail tang. These snacks compensated for the vitamins and minerals missing from the lunchbox. Many employers found that a pint of milk served free to workers in mid-shift was a "picker-upper."

As for vitamins: Dr. Borsook maintains that workers can get these essential elements either in food or in synthetic pills. And in a talk to California orange growers, he warned food producers that they will have cost competition in marketing food against pills.

The net of all this newly developed knowledge about the relation of proper diet to efficiency, together with the nationwide Government-sponsored nutrition campaign directed to housewives, is that the food industry has two still relatively under-exploited markets: the market represented by the millions of women who pack worker-rations, and the market represented by industrial organizations that make provision for feeding their own employees.

We've seen some significant research, of late, on "what's in a lunchbox?" In addition to the inevitable sandwich, pickle and beverage, it appears that the contents include something we might call fresh sales potential.



FORD



THORPE



HART



BEARDSLEY

## NEWS REEL



JOHNSON

Lieut. (S.G.) Henry Ford II made his first appearance as vice-president of Ford Motor Co., in charge of distribution and sales, at the annual convention of the National Automobile Dealers Association held recently in Detroit.

Merle Thorpe has been elected to the board of the Cities Service Co., New York City. Mr. Thorpe, who is retiring as editor and publisher of the *Nation's Business*, also will have charge of business development.

Malcolm Hart has been appointed director of sales of The Pepsodent Company, Chicago. Mr. Hart has been with the company for eight years and he has been successively assistant sales manager and sales manager.



CONKLIN

Charles S. Beardsley, vice-president and director of sales and advertising, Miles Laboratories, Inc., Elkhart, Ind., has been elected president. In taking over new duties as president, he will continue to direct sales.



MAY

Earle L. Johnson has been elected vice-president and general sales manager, Gerber Products Co. Mr. Johnson's appointment follows recent consolidation of the Oakland, Cal., plant with the Fremont, Mich., plant.

D. W. May has resigned as eastern regional manager, Electronics Department, General Electric Co., to announce the formation of D. W. May, Inc., New York, distributors of radio, television and household appliances.

Harold D. Conklin has been made manager, Hotpoint Range and Water Heater Division, Edison General Electric Appliance Co., Inc. Mr. Conklin formerly was Hotpoint Pacific Southwest district sales manager.



RICHLAND

Herbert S. Richland has been appointed advertising and sales promotion manager of the Pal Blade Co., New York City. Mr. Richland formerly was vice-president of the Peck Advertising Agency, New York City.

# Three BASIC Truths About Chicago's **BASIC** Advertising Medium

1

Its million reader-friends constitute Chicago's key audience for advertisers. Its place in the home is the solid and enduring one of respect and trust.

2

Good thinking, good manners and good morals have made The Chicago Daily News a good companion and good counsellor for the families who have chosen it as their favorite newspaper.

3

For 43 consecutive years The Daily News has carried more Total Display lineage than any other Chicago paper, morning, evening or Sunday\*. None but a BASIC advertising medium could have such a record!

\*For fair comparison liquor lineage omitted since The Daily News does not accept advertising for alcoholic beverages.

## THE CHICAGO DAILY NEWS

FOR 68 YEARS CHICAGO'S HOME NEWSPAPER  
ITS PLACE IN THE HOME IS ONE OF  
RESPECT AND TRUST

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO  
DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza  
SAN FRANCISCO OFFICE: Hobart Building

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending February 15, 1944

## Notes from a Washington Trip

THE WAR PRODUCTION BOARD LOST OUT to the Army and Navy when it came to a show-down late in January on plans for the making of civilian durable goods. Acting on the advice of their Division of Civilian Requirements, WPB officials said that it would be possible to loosen up a bit without losing control of war production as a whole—one reason for this being that 85% of all the manufacturers operating under the Controlled Materials Plan take only 10% of the metals controlled by CMP. Of this 85%, slightly more than 98% of firms employ less than 50 men and use in the aggregate less than 2% of all CMP materials.

Representatives of the Army and Navy said "No"—and they made it stick. They contended that the war was about to enter its critical or decisive sphere, that the services must be in a position to shift production quickly to bring any idle plants back into production, and in general to have the war industrial plants in their entirety ready for use. No other situation could be risked, they argued. Reconversion in the main must wait until success in concentrated major military moves is assured.

It's different on small items. Metal now is available for more razors, cutlery, furniture springs and similar items, and there is general recognition of the fact that making of this material will absorb marginal men and materials, but not so many of either that our necks will be out if we run into unexpected reverses in Europe and the Pacific.

### Fights Within Industry

There is a lot of fighting going on behind the scenes in Washington between industry and government representatives, centering on the question, "Who will have the best break when output for civilians is resumed?" Automobile makers, for example, expect a cut in military truck production, making possible even more civilian trucks this year than the 122,959 now scheduled, and the "Big Three" automobile makers want production quotas based on the output of each manufacturer in a five-year base period of 1936-40. They say it gives everyone the same break, and that was the basis used in making the most recent allocation. However, the smaller manufacturers contend that such an allocation policy might force some of them to operate at a loss when they no longer have profits from arms output to combine with civilian goods production. They argue that they can't make money on a small volume.

Whatever the decision may be in this particular squabble, it is a sample of decisions that will have to be reached in connection with scores of industries, and it seems very certain that the Government will continue a long time after the war to allocate materials because the manufacturers within a given industry will be unable to agree on what is an equitable division.

### Paper Will Continue Short

Your editor testified on January 28th before the special House sub-committee on newsprint, the so-called Boren-

Halleck Committee. Both the members of that committee and responsible WPB officials are decidedly pessimistic about the paper situation. Our reserves of wood pulp at the mills are at an all-time low. Some progress is being made in procuring additional labor to cut wood and transport it—but it is too slow and too little to build up any real surplus. Farmers in many sections aren't any too enthusiastic about cooperating, because they claim that prices they are receiving for their wood are too low to provide any real incentive.

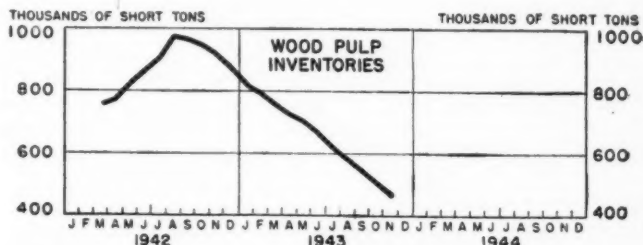
In Washington they are even pessimistic about the paper situation for at least six months or so after the European phase of the war is completed. They predict—and they are probably right—an unprecedented demand for paper by industry as reconversion gets well under way. This demand will come when the stockpile is still very low, and they think that even though many ships will fairly quickly be available to bring wood from the Scandinavian countries it will not reach us quickly enough to ease the situation very much. Therefore, they predict continued restrictions on the use of paper, and very possibly another cut to newspapers, magazines and printing and lithographic trades.

## Inflation Could Happen Here

INFLATION IS BAD—for the other fellow—but not for us. That seems to be the opinion of many pressure blocs which represent millions of Americans. Another way of putting it is, "A little inflation won't hurt anyone."

We wonder if those farmers and manufacturers who want higher prices for *their* products, those labor unions who want increasingly higher wage and salary payments, have ever read the detailed story of what happened in Germany after the last World War. Perhaps they have read about Germany's inflation but figure that it couldn't happen here. That's just what Germans thought before it did happen there.

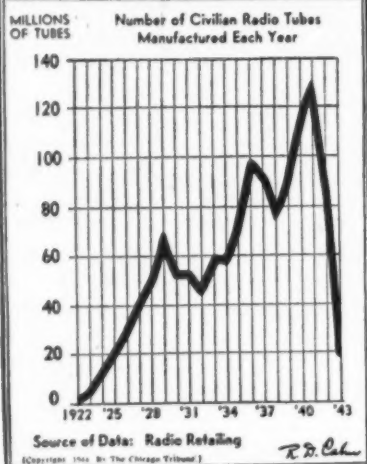
For a thorough understanding of how inflation gets started and what it does to a nation, we recommend the reading of the new and fascinating biography of Hitler, "Der Fuehrer," by Konrad Heiden. He tells in a chapter called "The Death of Money" of how factory workers in 1923 used to stand in long lines before the pay windows in factories, waiting impatiently because they knew that by the



The paper situation, described on this page under Washington Notes, is likely to get worse before it gets better. The stockpile today is even lower than shown here. Use paper sparingly.

FEBRUARY 15, 1944

## Here's Why Tubes Are Hard to Find



Certain "little things," as pointed out in *Washington Notes*, may be available in greater abundance this year, but not consumers' durable goods. Have you tried recently to buy either a razor or a fountain pen? Your editor and a friend walked miles in Washington last week before finding one of either of these!

time they reached the pay window their earnings would buy less than when they entered the line. When the poor individuals finally reached the paymaster, they would receive a big paper bag crammed with bank notes and then they would rush down the street and get into another line which had formed in front of the nearest food store. When they entered that line two million marks might buy a pound of sugar, but by the time they reached the store counter, two million marks would buy only a half-pound of sugar.

Germany had financed her war by means of loans. The state had borrowed from its citizens approximately eighty billion marks, about a third of the so-called national wealth, and shot them into the air—without result, for the war had been lost. And then, suddenly, the mark lost its value. A man who thought he had a small fortune in the bank might receive a politely couched letter from the directors:

"The bank deeply regrets that it can no longer administer your deposit of sixty-eight thousand marks, since the costs are out of all proportion to the capital. We are therefore taking the liberty of returning your capital. Since we have no bank notes in small enough denominations at our disposal, we have rounded out the sum to one million marks.

"Enclosure: one 1,000,000 mark bill." A canceled stamp for five million marks adorned the envelope."

American sales executives should get behind the movement to combat possible inflation in this country. Ask the War Advertising Council, 60 East 42 Street, New York City, for a copy of their pamphlet on approved advertisements, posters and leaflets on inflation.

## If Germany Capitulated Today

THE OTHER DAY YOUR EDITOR attended one of the many post-war planning meetings he attends in the course of his work. While a speaker was uttering some rather bromidic remarks about the need for post-war planning, a friend across the table passed over a note which read, "Suppose at this moment the news should be flashed over the hotel radio, 'Germany Surrenders!' Wouldn't that guy up on the speaker's platform look foolish? It's obvious that he doesn't have a plan which he could put into operation this afternoon."

[20]

No one knows when the war will end—but it might end any minute. How many of us are ready with a sound plan which we could start in operation this afternoon? We certainly agree with Clarence Francis, chairman of the General Foods Corporation, who said before the St. Louis Chamber of Commerce on January 25, "So far as we can, we should get our blueprints ready to the last detail. It will save time, and there is no time to be wasted. We must not be guilty of allowing people to suffer unnecessarily from being out of work because we delayed in getting our minds made up and essential paper work done."

## Significant Shorts:

**Fear In Battle:** Dr. John Dollard is the author of a valuable and interesting pamphlet called "Fear In Battle," which gives the findings of a survey made among 300 survivors of the Abraham Lincoln brigade. While it deals only with the causes and cures of fear in battle, any alert sales training executive will find many helpful hints on how to train new salesmen. Who among us who has ever been a salesman can ever forget the symptoms of fear we had on our first calls—the same symptoms our soldiers have in battle: rapid pounding of the heart, muscular tension, sinking feelings in the stomach, cold sweat? The book will help you condition new men to the sales front. It is published by the Institute of Human Relations, Yale University, New Haven, Conn.

**Grade Labeling:** An effective booklet called, "The Other Side of Grade Labeling" is obtainable from John H. Platt, Kraft Cheese Company, Chicago, Ill. . . . Don't miss *The Saturday Evening Post* article in the February 5 issue called, "Customer's Nightmare," in which a former OPA official marshals very effective arguments against grade labeling.

**Where Business Is Best:** Final 1943 figures on department store gains as reported by the Federal Reserve districts, show an over-all gain of 11%, and with percentage gains as follows for individual districts: Dallas, 37; Atlanta, 26; Kansas City, 25; San Francisco, 18; Minneapolis, 13; St. Louis, 13; Richmond, 10; Cleveland, 8; Boston, 7; New York, 5; Philadelphia, 4.

**Sales of Independent Stores:** Final 1943 figures for independent stores as estimated by the Bureau of the Census show percentage gains over 1942 as follows: women's ready-to-wear, 33; florists, 30; eating and drinking places, 30; jewelry, 29; general merchandise, 25; drugs, 24; food, 19; men's clothing, 17; general, 14; liquor, 8; sporting goods, 8; automotive, 5; furniture, 3. The automotive group was the only heavy appliance group to overcome the initial setback after Pearl Harbor. Household appliance dealers lost 36%, radio and musical 17%, heating and plumbing equipment dealers 9%, lumber and building 4% and hardware stores 2%.

**Increased Expense Allowances:** One of the most frequent of recent inquiries to the SM editorial office has been on salesmen's expense allowances and how much they should be increased. Your editors have been checking with accountants who specialize in the hotel and restaurant field, and find that since the war started food costs in hotels and restaurants have increased about 20%, and that allowances for hotel rooms should run about one dollar a day higher. While there are ceilings on rooms, salesmen can seldom get the \$2.50 to \$4.00 rooms and usually are forced in the big cities to take higher priced ones.

PHILIP SALISBURY

SALES MANAGEMENT



BY  
T. HARVEY  
McCLURE

Actual 5 & 10 sales figures for 1943 are an exciting challenge to manufacturers who are itching to break into the limited price variety field. And here's why: The volume of the "Big Ten" alone represents \$1,308,068,368. The chart at the right indicates the proportionate individual sales of each of these chain distributors.



## The Billion-Dollar 5 & 10 Market: How You Can Crash Its Gates

What types of merchandise are the dime store buyers looking for? What are their standards of judgment? What about turnover margins, packaging? Is this market really different? If so, how and why? This interesting article brings you specific answers.

(For a good summary of the potentials in the 5 & 10 market, readers are referred to the article "More Stores, Wider Lines, Bigger Volume: the 5 & 10's of Tomorrow," by the same author, which appeared in the December 15 issue of *SALES MANAGEMENT*. In it Mr. McClure pointed out that "5 & 10" is the generally accepted name for a distinctive type of retail store which is no longer limited to goods priced at five and ten cents. However, five- and ten-cent merchandise still accounts for the heavy traffic flow through these stores, as well as a very large proportion of their total business. —THE EDITORS.)

**T**HE billion dollars' worth of goods bought this year by the ten largest 5 & 10 store chains is an imposing figure, even in

these days of all-out war spending. It is even more imposing when translated into the number of individual pieces of merchandise which pass over the 5 & 10 counters, a number estimated by statisticians to reach the astounding total of five billion separate articles!

These five billion pieces of merchandise, handled in one year, range from a 5c packet of shoe strings, to a \$5.00 toilet set. And all of this enormous business is concentrated in 5,000 stores operated by ten companies.

Only ten buyers to see for all this business? That certainly is a market which cannot be overlooked, either by the old-line producers of standard

goods, or by the new manufacturers of war materials who have a conversion problem just over the horizon. It is a market which any firm making, or expecting to make, consumer goods will want to look into.

Having investigated this market, the manufacturer will want to know: "What do I have to do to get my product on the 5 & 10 counters?"

That is a problem worth solving, and the solution will justify considerable research on the manufacturer's part. First, he should look into the methods of the 5 & 10 chains. Second, he should look into the possibilities of his own factory. Regardless of what he is doing now, his equipment may prove useful in the production of an item for this market.

A survey will show that most of the successful 5 & 10 store sellers are items which enjoy the following characteristics, listed here as the basic *musts* of a preliminary check list for the prospective supplier:

1. A product must have a fast turnover rate due to a wide general appeal.

2. Its value must be easily recognizable, so that anyone can quickly see that it is worth the money.

3. It should have a popular price, varying with different departments, but for over-all calculations, no more than 25c.

4. It must bring the chain a profit margin of about 40%.

5. It must be easily handled by the manufacturer, the shippers, the chains and the customers.

Other points will come up in connection with billing, shipping, display, packaging and other details, but those listed above will be necessary to a start.

### Different Buying Technique

It will save time if company negotiations are put into the hands of a man thoroughly acquainted with this field—someone with authority to suggest and adjust terms, change production details and discuss new products and costs.

Dealing with these companies is quite different from dealing with the ordinary house account. The stakes are probably higher, and the 5 & 10's operate on their own peculiar principles. Their buyers are not interested in ordering one specific shipment, one particular lot. They prefer to arrange for a source of supply which will continue for years. A manufacturer with his eye to the future should make certain that his representative appreciates this difference, and that he understands the philosophy of variety-store operation.

Point one, as listed above, covers a subject on which the successful 5 & 10 buyer has to be an authority. He is trained by long years of experience to insure the profits of his department by knowing a fast-selling item when he sees one. Practically every top man started in the stock rooms of one of his chain's stores. He became assistant manager by long hours of hard work, and then took charge of a store and assumed the responsibility for the operation of the store and its personnel, ordering, display, and other details. Today, he knows which items have a fast turnover and a wide, general appeal.

During their early years, a simple and successful practice developed. In addition to the experience gained in their own stores, they watched the higher-price retail shops, and when a fast-selling number developed, which looked as though it might become a steady seller, they went to work on the production costs of the manufacturer.

For example, let's take the case of

a certain can-opener which was selling in the regular hardware stores for 25c. No doubt the manufacturer was efficient, and his can-opener was showing him a fair profit. But, as it stood, that particular can-opener could not be sold for much less than the 25c it was bringing.

Here's where the 5 & 10 buyer steps in and recognizes the possibilities of tremendous sales, if that can-opener could be made to sell for 10c. He persuades the manufacturer to let him go to work on the costs. He cuts the material, finds more efficient production methods, and brings the cost down to a point where the manufacturer will actually make *more money* with a 10c retail price than he formerly did at 25c.

This method of developing items is dependent on the buyer's ability to recognize a potential best seller even though the article did not then exist at the proper price level. This method still works; but the general use of automatic machinery, good engineering, and the growth of markets competitive to the 5 & 10's at the same price range, reduce the opportunities to develop new suppliers by merely reducing costs.

### Work with 5 & 10 Buyer

However, new merchandise is continually coming into the 5 & 10 market. The manufacturer who would meet all of the requirements for the successful sale of his product through these stores will not only keep in mind the points listed above, but he will also consult with the buyers from the very start of his planning. Today, many new products are engineered from the ground up by manufacturers working with a buyer or several buyers.

To go back to can-openers, here is something that actually happened. An owner of a small metal-stamping plant in New England had a revolutionary idea for a can-opener which was not like any other can-opener then on the market. Through a previous business experience, he was acquainted with 5 & 10 possibilities, so he took his product, when it was still in the blueprint stage, to a 5 & 10 buyer. Between them, they figured costs and found that the sales price, with a fair profit to the maker, was too high for volume sales. The plant owner was inclined to sacrifice his profit in order to get started, hoping to add to his line other items on which his profit would be more satisfactory.

But the buyer turned down this idea. It is surprising to a lot of people to learn that the chains are opposed to the purchase of goods unless they show the producer a profit. The chains can

not afford to feel otherwise, for it is much more important to them to establish sources of steady supply.

So the buyer in this case called in an engineer at the chain's expense. The gadget was re-designed, costs were cut, and production showed a nice profit all around. Sales came up to expectation, and another 5 & 10 item was on its way.

Of course, the manufacturer paid for the engineering costs after the new design proved out. But when a chance had to be taken, it was the chain that took it, and took it willingly, because the buyer hadn't thought it was too much of a chance. He recognized the essentials of a successful seller, plus originality. But the point is this: Even though the can-opener was simple to operate and did the job better, it had to be made to sell at a popular price, and its value had to be made apparent.

Another example of the birth of a new product, or a line of products, is found in children's books. Twenty years ago, children's books were generally cheaply-illustrated fairy tales, and badly printed alphabet books, priced at 5 and 10 cents. The printers were not doing much that was noticeable to improve their lines.

But a buyer with a knowledge of printing costs and a good measure of imagination decided that something could be done about it. He found a sympathetic ear—a printer who was willing to spend some money for art work. They turned out a series of children's books which were really beautiful, and the buyer's theory that beauty has a wide appeal resulted in big sales, as well as a considerable expansion of facilities on the part of the printer. The improved line was also priced at 5 and 10 cents.

In this case the buyer took the initiative. This is by no means rare, for it is one of the ways in which 5 & 10 merchandise is developed.

### Teamwork Develops Ideas

A woodenware manufacturer in the Middle West needed business. He had been making a line of small furniture for mail-order houses, but this line had been taken over by the company's own mills. So the manufacturer retained an architect to design simple pieces of furniture on good lines—benches, shelves, stools, flower boxes etc., pieces which could be easily put together, and which could be shipped easily and sold at fairly low prices.

He presented samples to a 5 & 10 buyer and received immediate encouragement. But—the feature which called forth this prompt encouragement was the easily-put-together idea

Out of the manufacturer's original plan to ship complete pieces of furniture to various stores was developed a new idea: to ship one sample piece to each store, together with a stock of knock-down sets which the customer could put together himself, at a retail price of 50c to \$1.00.

A completely new line of small furniture was developed on a new scheme of shipping and packaging. If the manufacturer had not worked with a buyer, the chances are he would not have thought of this. But the combined experience of the two men produced a profitable department for the 5 & 10's.

### Avoid "Underselling"

A mistake commonly made by manufacturers who are trying to break into the 5 & 10 market is that of trying to undersell the present suppliers. One of the many chinaware makers of the Ohio valley tried to break into these stores in this way. It didn't work, but when he was turned down, he was smart enough to understand why. So he took one of the country's foremost designers and eventually got out an entirely new line of really fine merchandise which sold at a much higher price than he had previously quoted. Because he had something *different*, he avoided competition from the run-of-mill lines, and is now well established as a steady 5 & 10 supplier.

The most practical suggestion which can be made to a manufacturer who is trying to break into the 5 & 10's is simply this: Study the conditions under which merchandise is offered to the consumer.

In the course of such a study, the manufacturer will find a striking difference between the 5 & 10's and other types of retailers. In the 5 & 10, the customer picks up what he wants to buy and hands it to the clerk, together with the money. The clerk doesn't push any article, although she is pleasantly willing to help the customer make his selection. The process of buying is entirely dependent on the initiative of the purchaser.

It often has been suggested that herein lies a weakness of these stores, but any attempt to change the accepted procedure is quickly dropped. The 5 & 10 shopper is accustomed to wandering around without being accosted by clerks, and is likely to resent sales pressure of any kind.

The open display characteristic of the 5 & 10 accounts for its bazaar-like appearance. Everything for sale must be within easy reach of the customer. It must be easily and quickly visible, and this requires plenty of light, sometimes double that found in the ordi-

### MRS. M. TALBOT

**Dept. D1—INFANTS' AND CHILDREN'S WEAR**—Infants' and children's outerwear—Infants' and children's underwear—Infants' and children's knitwear—Crib items—Blankets—Miscellaneous items for infants and children.

**Dept. O—HANDKERCHIEFS**—Ladies'—Men's—Children's handkerchiefs of all kinds—Ladies' kerchiefs and boxed handkerchiefs for the holidays.

### F. S. CREESE

**Dept. C—CANDY**—Candies—Nuts—Chocolates—Chewing gum—Bars—Candy filled novelties—Box candy—Seasonable candy for Christmas, Easter, Valentine, Halloween, etc.

**Dept. Q—GROCERIES AND CAKES**—Groceries and delicatessen items—Cakes—Cookies.

**Dept. S—STATIONERY**—Sundry stationery items—School supplies—Fountain pens and pencils—Notebooks—Ink tablets and envelopes—Box paper and package paper—Household and picnic supplies—Books of all kinds—Magazines—All kinds of Christmas wrapping material and Christmas gift boxes—Desk baskets—Records—Needles—Music.

**Dept. X—PARTY MART**—Birthday and greeting cards—Party favors—Playing cards—Tags and seals—Calendars and local view cards—Valentines—Tally cards—Poker chips, etc.—Cake Decorations—Candles for cakes—Matches.

### What to Sell to the 5 & 10's

A guide to manufacturers seeking distribution in the 5 & 10's is this typical listing of buyers and what they buy (courtesy McLellan Stores Co.). It indicates how varied are the products carried in each department and how wide open are the opportunities for the introduction of new lines. The manufacturer with a new item to promote should consult with the buyer from the start of his planning, to be sure that he meets all of the requirements for the successful sale of his product through this type of store.

nary retail store. Any group of customers in any store will include a large proportion with weak or poor eyesight, but these people find that in the 5 & 10 they can see everything with very little effort.

The need for light in every corner is so extremely important that the manufacturer always must take it into consideration. His price tags, as well as those of the chains must be clear, and any explanatory material must be easy to read.

Now consider how all these things affect the merchandise which a new manufacturer puts on the 5 & 10 counters. He cannot count on a clerk giving his item a sales push, for a premium. If it is going to sell, it will have to do so largely on the basis of what it looks like. So far as any retail sales effort is concerned, the article is out there on its own. For that reason, good packaging design is more important in the 5 & 10 field than in any other branch of retailing.

A manufacturer may be offering a \$5.00 value for 25c, but the only way the customer is going to know it is through the item itself, its label, and the explanatory printed matter on the package. Manufacturers familiar with this market know that colors attract the passing shopper, that well advertised names must be prominently displayed, and that a transparent or open front has a special function in the 5

& 10's. These things take the place of the sales talk in stores where the competition consists of 25,000 other items all dressed up to catch the customer's eye, all waiting within easy reach to be picked up and handed to the clerk with the purchase price and the statement: "I'll take this."

The development of a product for 5 & 10 stores is not a matter of cutting prices, or of copying what is now on the counters. The new supplier who will receive the heartiest welcome is the one who offers:

*First*—Either something better than the product now on the counter, or a new product.

*Second*—Assurance of steady service, financial soundness, and reputable organization.

*Third*—Intelligence in display properties of product, and good packaging.

*Fourth*—Willingness to work with the buyer in testing and adapting his product to this market.

Once having been accepted, the mechanics of 5 & 10 buying will be explained, and the new supplier will be expected to work with the chain under its system. This system is so different from normal retail buying arrangements that it is sometimes difficult to understand. Briefly, the key to the whole scheme is the listing.

A listing is made up for each manufacturer. It may require several pages, depending on the number of products

In any event, this billion-dollar-a-year business, made up of five billion articles, is wide open. The 5 & 10's

If the manufacturer, wondering how to break into this field, makes something which can be used by a large proportion of the consumer public, all he has to do is to *fit his product into the groove*. The buyers will show him how. If he does not make a general use item, he will be well advised to try some other distributing system. Either that, or find a new product.

Meanwhile, in three Texas cities, Kraft Cheese Co. tests Kraft powdered whole milk.

The former group, through N. W. Ayer & Son, tells "some facts about anthracite" in a newspaper series in 65 northern and eastern cities, and launches "Coal Call," a 15-minute, five-a-week program, on six stations of northeastern Pennsylvania to im-

The combined influence of a \$250,000 soap industry advertising drive, release of a lot of pork, and offer of two points a pound for fats helped to double fats collections in January as compared with early December. Test checks show that collections cur-

National advertisers and local advertisers and nutrition groups will get behind the drive in March.

press on miners the need for increased production.

Supplementing a magazine series through Arthur Kudner, Inc., the bituminous group runs a newspaper insertion in 26 cities to point out that despite the strikes, which cost 40,000,000 tons, production of this coal in 1943 reached a record mark of 589,000,000 tons. The industry expects to turn out 620,000,000 tons in 1944.

## Enlisting Dealers for Peace

Motor car and tire manufacturers, among others, are sharpening their appeals to prospective dealers for the post-war battle for business. Reo Motors, Inc., offers a "Big Seven" program to cement relations between factory and dealers. Seiberling Rubber Co. reaffirms its pre-war policy of selling only independent tire dealers.

Electric appliance people also are aggressive in lining up dealers and helping them to organize for post-war. Edison General Electric Appliance Co. offers six bulletins, with these titles: "Plan Now for the Appliance Store That Will Help You Sell," "How to Choose a Good Location for an Appliance Store," "Planning Your Type of Store," "Stocking an Electrical Appliance Store," "Floor Arrangements Which Help You Sell," and "Advertising to Bring Them Into the Store."

Proctor Electric Co. reports that its "swap plan," through which dealers trade war stamps for appliances discarded or not needed, brought Pittsburgh dealers 7,100 appliances in three months. These were repaired and re-sold. The dealers gained friends and store traffic.

## Cigs for the Boys

In 1943 Brown & Williamson Tobacco Corp. sold 336,515,000 Raleigh cigarettes, through the mail. A campaign to civic, fraternal and industrial organizations, and C. I. O. and A. F. of L. union locals, emphasized that Raleighs can be sent to soldiers and sailors overseas for slightly more than 4½ cents per pack. "With each order for 5,000 packs . . . we will add 500 packs free." Special Service officers of the Army and Navy provide free distribution overseas.

In addition to supplying the boys with cigarettes, the campaign has helped to keep the Raleigh name alive in their minds. Releases of material to 50,000 organizations will continue.

## Salt Combinations

Morton Salt Co. launches, through Kenyon & Eckhardt, a series of combination campaigns in newspapers, magazines, radio and outdoor posters. Featured in February and March are grapefruit and salt; in April, May and June, vegetables and salt, and in the home-canning season of late summer, salt brining.

## Pill Public Relations

Proprietary Associations of America, Washington, starts a public relations program to show the public how

FEBRUARY 15, 1944

The consuming public is becoming more and more aware of the importance of dehydrated foods. And the Kraft Cheese Corp. times its promotion of a new powdered milk to appeal to this educated market.



**Remarkable new Kraft product!**

**JUST RESTORE THE WATER TO GET FINE WHOLE MILK!**

Kraft Powdered Whole Milk is fresh whole milk pasteurized! . . . dehydrated! You get important food values, but not the water. Wonderful freshness of flavor! It's thrifty; it's convenient.

**KRAFT powdered WHOLE MILK**

2 SQUARES FROM 1 SMALL BOX! Each box contains 2 powdered bags, each making 1 quart.

Scientists for 35 years have sought a better way of dehydrating milk—a way that would retain important food values and delicious freshness of flavor. Now they have succeeded. . . . Kraft Powdered Whole Milk—the result of a new and exclusive process—is available at your grocer's, ready for daily use in your home. Kraft Powdered Whole Milk is not a milk substitute. It is made from fresh, pasteurized milk from fine dairy herds. It's all milk—nothing but milk. The water has been removed. Nothing has been added. Here's how to prepare it: as you need it. It's prepared this powdered milk for use as quickly as 1-2-3. There are two bags in each box. Each bag contains one quart of milk. You simply restore the water that has been removed. Shake well in a quart jar. That is your milk—ready to drink. And serve it cold just as you would milk from the dairy. You will find that the program here is. Use it for drinking . . . for making tender biscuits, soups, casseroles, breads . . . for rich custards and cream sauce . . . for instant frosting . . . for every milk use. Kraft Powdered Whole Milk gives you the important food values for which milk is noted—strength, high quality protein, the vitamins and phosphorus that promote milk's natural food energy, and vitamin B<sub>12</sub>, which is the (B<sub>12</sub>) of the vitamins B complex. It makes good nutritious milk. And Kraft Powdered Whole Milk is so convenient. You can always have a supply on hand since it keeps well in your pantry shelf. Here's what you'll find in this delicious milk. It's never been identically and consistently pure and new. Here is your milk at all the milk your family needs. You can get it at leading food stores. Look for it.

far the industry has gone since snake oil days. One phase of it, now under way, is a survey to determine the extent to which member companies are conducting and supporting scientific research. At the association's annual convention in New York, on May 16, leaders of newspapers, magazines and radio will make suggestions on packaged medicine copy and campaigns. P.A.A. has had a voluntary copy-censorship plan operating for 10 years.

## "Prosperity Drive"

Higgins Ink Co. completed in 1943 a five-year program emphasizing to consumers new uses for an old product, and has launched a new "sustained prosperity drive."

In addition to increased consumer advertising, mail campaigns for dealers, redesigned leaflets and broadsides, improved packaging, sampling at educational conventions, &c., Higgins produced one creative sales book annually in the five years. One of the books, which harnessed war-industry demand, was "Drafting Standards," 20,000 copies of which were distributed. The others, sold by dealers at 50 cents to \$1 a copy, are "Arts & Crafts Projects," "Cartooning," "Script & Manuscript Lettering" and "Techniques."

Last year 3,000,000 package inserts promoted the two books then available. This year Higgins will use 4-

000,000 inserts to push these books.

## Record Beer Volume

Beer—with record sales of 72,250,000 barrels in 1943—has a greater share of the consumer's dollar today than it will when other products become available, United States Brewers Association was told at its recent meeting in Chicago.

Harris Perlstein of Pabst Brewing Co. suggested that an industry campaign to increase sales might be merged with the moderation program of Brewing Industry Foundation. Among industries which have benefited from such advertising, he said, are the dairy, gas, meat, walnut, lead, coffee, tea, wine, soap, citrus fruits, and the Air Transport and American Trucking Associations.

## What Price Hearing?

Zenith Radio Corp. has evoked considerable competitive response to its magazine and newspaper campaign introducing a hearing instrument for \$40, or one-third to one-fifth the price of most other hearing aids. Acousticon, Sonotone and Western Electric have stepped up their advertising. Western Electric emphasizes that "good hearing is not a question of dollars. . . . Price is truly unimportant. . . . It's performance that counts."



He came in to apply for that opening in your organization. You had a very pleasant chat with him—he was a personable young man, and you even discovered that he shoots his golf in the low 80's. But when he left, what had you learned about his background, his experience, his education, his abilities? A planned interview would have provided this information.

## Six Sound Reasons Why You Should Use A Patterned Interview in Hiring Men

Do you still ramble all around the mulberry bush when a candidate presents himself as a prospective salesman? Do you forget to cover important points? Do you find appraisal of qualifications unutterably difficult? Then you need a sounder interviewing technique.

BY ROBERT N. McMURRY

Robert N. McMurry & Co.  
Chicago

**N**O SALES organization is better than the men who compose it. Unfortunately, some persons are unsuited by temperament for sales work, or they lack incentive to produce. No amount of training or field supervision will make them successful. This group also tends to be unstable. Therefore, the first step in building or rehabilitating a sales organization is to institute sound selection procedures.

Three types of selection techniques are suitable for this purpose: (1) the weighted application blank or personal history standards (An example is the first half of the Aptitude Index of the Life Insurance Sales Research Bureau.); (2) psychological tests (An example is the second half of the Aptitude Index.); (3) the patterned or standardized interview. The third type is a relatively new selection device, but is one which offers much promise.

Until recently, the interview has not been regarded as a truly scientific selection instrument. There is a reason for this. As ordinarily conducted, it is subject to three major weaknesses: First, *the interviewer rarely knows what questions to ask.* In consequence, he talks about whatever comes to mind. Many an executive has spent two hours with an applicant, during which time a warm mutual interest in stamp collecting, bird dogs or model railroading was discovered, but the executive has not learned much about the applicant's actual abilities. In spite of this, he has formed the conviction that the applicant is "a nice fellow . . . a good personality . . . the kind of man we want."

The second weakness of the interview is the fact that *the person conducting it rarely knows how to interpret what he has found.* He assembles information about the applicant, *but does not know what it means.* Such

meaningless information cannot help him to predict whether or not the candidate will be successful.

The third weakness of the interview is found in the biases or unsound standards of the interviewer himself. Nearly everyone has prejudices of one kind or another. One of the most common examples of prejudice is illustrated by the sales manager who says, "I always (or never) hire ex-automobile salesmen because they are always outstanding (or lazy, no good). He has had *one* automobile salesman who was either very good or very poor. As a result, he judges every subsequent candidate by this single case. Or, at some time during his life, he has known and violently disliked someone with red hair and a hook nose. Even though he has since forgotten the episode, he invariably rejects every applicant with red hair and a hook nose. Furthermore, *he always can find a plausible excuse* for so doing. Nor are all biases unfavorable. If the prospective salesman reminds him vaguely of his son or someone else he likes, he is hired regardless of his qualifications or lack of them.

The patterned or standardized interview is designed to overcome these three weaknesses. The first weakness is overcome by providing the interviewer with a specific list of questions and a form on which the answers must be recorded. This keeps him on the track.

# STANDARDIZED INTERVIEW FORM FOR SALESMEN

Date.....  
Rating: 1..... 2..... 3..... 4.....

Interviewer .....

Comments: .....

Name .....  
First Middle Last

Social Security No. ....

Present Address or Rural Route (Give Box Number) .....

City ..... State .....

Telephone No. ....

Date of Birth .....

Place of birth .....

Draft classification ..... Serial No. ....

(If 4-F or medical discharge, determine reasons why) .....

Date Married .....

No. and Ages of Dependents .....

Make and year of car owned .....

Condition of tires .....

Why is applicant applying for work at this company? .....

## Work Experience

Cover all positions. This information is very important. Show present (or last) position first. Every month since leaving school must be accounted for:

### Last or Present Position

1. Company ..... City .....  
From ..... 19... to ..... 19...

2. How was job obtained? .....

3. Nature of work .....  
Salary .....

4. Were promotions obtained or raises in pay received?....

5. Was there anything you specially liked about the job? .....

6. Was there anything you specially disliked? .....

7. Reasons for leaving .....

### Next to Last Position

1. Company ..... City .....  
From ..... 19... to ..... 19...

2. How was job obtained? .....

3. Nature of work .....  
Salary .....

4. Were promotions obtained or raises in pay received?....

5. Was there anything you specially liked about the job? .....

6. Was there anything you specially disliked? .....

7. Reasons for leaving .....

### Second from Last Position

1. Company ..... City .....  
From ..... 19... to ..... 19...

2. How was job obtained? .....

3. Nature of work .....  
Salary .....

4. Were promotions obtained or raises in pay received?....

5. Was there anything you specially liked about the job? .....

6. Was there anything you specially disliked? .....

7. Reasons for leaving .....

### Other Positions

Company .....

Position .....

Salary ..... Date Started ..... Date Left .....

Reasons for Leaving .....

Company .....

Position .....

Salary ..... Date Started ..... Date Left .....

Reasons for Leaving .....

Company .....

Position .....

Salary ..... Date Started ..... Date Left .....

Reasons for Leaving .....

Company .....

Position .....

Salary ..... Date Started ..... Date Left .....

Reasons for Leaving .....

How many weeks have you been unemployed in the past five years? .....

How did you spend the time? .....

How did you support yourself? .....

What efforts did you make to obtain work? .....

Have you ever drawn unemployment benefit compensation?

Yes ..... No ..... (If yes,) when and how long? .....

Have you ever been on relief or WPA? Yes .....

No ..... (If yes,) what project and how long? .....

Have you ever been arrested for other than traffic violation?

Yes ..... No ..... (If yes,) what charge? .....

## Schooling

How far did you go in school? .....

1.... 2.... 3.... 4.... 5.... 6.... 7.... 8....

(Continued on next page)

## STANDARDIZED INTERVIEW FORM FOR SALESMEN (Continued)

High School: 1..... 2..... 3..... 4.....

College: 1..... 2..... 3..... 4.....

Other .....

Graduated: Yes..... No..... Date of leaving school?

..... Age at leaving school .....

If applicant did not graduate from high school or college, why not? .....

Did you take any courses by correspondence, at night or in a vocational school? .....

Were they completed? Yes ..... No .....

If not, why not? .....

What activities, such as athletics or debating, did you participate in while in high school? .....

Did you hold office in any of these groups? .....

What school activities did you participate in while in college? .....

Did you hold office in any of these groups? .....

What was the principal source of your spending money while in high school and college? .....

What part of expenses were earned during high school and college? .....

What part of spending money was earned during high school and college? .....

### Family Background

What was the occupation of your father? .....

Number of children in family..... Number older .....

Number younger ..... Average earnings of father .....

Was it necessary for you to help your family financially when you were growing up? .....

How did you spend your summer vacations while a boy? .....

How did you spend your leisure time after school and on Saturdays? .....

Did you take part in church activities? .....

What denomination was attended? .....

Did you belong to any 4-H clubs, high school judging teams, the Boy Scouts or similar groups while a boy?....

Did you hold any positions of leadership in these groups? .....

### Present Financial Situation

Do you own ..... rent your home .....  
live with relatives ..... board .....

If home is owned, how much is owed on it? .....  
How much rent is paid?..... Is furniture owned?.....

How much do you estimate it costs you to live per month? .....

Do you have any debts other than current living expenses? .....

Have you ever been bonded? Yes ..... No .....

Have you ever been refused bond? Yes ..... No .....

Have your wages ever been garnisheed or assigned?.....

Yes ..... No ..... Has any of your property been lost

through foreclosure? Yes ..... No ..... Have you

gone through bankruptcy? Yes ..... No ..... What

is your present net worth? \$..... Must you contribute

to the support of your parents, relatives or others?

Yes ..... No ..... Do you have any other source of

income? Yes ..... No ..... If yes, specify .....

Is your wife employed? Yes ..... No ..... If yes,  
at what kind of work? .....

Is it steady? Yes ..... No ..... Earnings .....

Are any other members of applicant's family (children)  
employed? Yes ..... No ..... If yes, what kind of  
work? ..... Earnings \$.....

How much insurance do you carry? Life .....

Health and accident ..... Car .....

### Domestic Status

Married ..... Single ..... Widowed .....

Divorced ..... Separated ..... Have you been

married previously? Yes ..... No ..... If yes, when

and what was the reason for end of marriage? Death .....

Divorce ..... Separation ..... If you are separated or

divorced, what are the reasons for this? .....

Have you ever had any trouble with your present wife or  
previous wives? Yes ..... No ..... Specify .....

What do you do for recreation? .....

Do you have any hobbies? .....

To what extent do you and your wife entertain? .....

Do you drink? ..... How much? .....

How many close friends do you have? .....

Are there any kinds of people, religious denominations, nationalities, or racial groups you do not like? .....

### Health

How was your health as a child? .....

What is present state of your health? .....

Do you suffer from: Defect in speech ..... hearing

..... sight ..... rupture ..... Have you a

history of tuberculosis ..... nervous breakdown .....

rheumatism ..... asthma ..... flat feet .....

heart trouble ..... hay fever ..... Other .....

Are you subject to colds? ..... How much time have

you lost from work during the past year because of illness?

..... What is the state of your wife's health?

..... How is your children's health? .....

How soon can you start to work? .....

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The second weakness is dealt with by providing the interviewer with special training in the theory of personality and in the technique of the interview. The theory is taught by lectures and assigned reading; the technique (putting the applicant at ease, gaining his confidence, encouraging him to talk, following up inconsistencies in his statements, etc.), by demonstrations with actual candidates. In the course of these the trainee has gained experience in both the conduct and the interpretation of the interview. No previous knowledge of psychology or psychiatry is required. This training requires approximately forty hours for the two parts.

The third weakness is avoided by carefully choosing the interviewers themselves. Each is himself thoroughly interrogated to make certain that he has not any strong biases or prejudices and that he does not suffer from emotional maladjustment or mild or serious mental illness. He is also given a test of intelligence to insure that he is above the average of the people whom he is to select.

### Past Experience a Guide

The principle upon which the patterned interview operates is a simple one: *It assumes that the best basis for the prediction of what a person will do in the future is a careful study of what he has done in the past.* To accomplish this, the applicant is questioned closely about his work history, his schooling, his home environment as a child, his present domestic and financial status, and his health. The interviewer seeks to ascertain the make-up of his personality, especially the extent to which he exhibits desirable traits. These include industry, perseverance, willingness to accept responsibility, initiative, self-reliance and loyalty. The pattern of these traits is especially important because it is this which makes possible prediction of what he may be expected to do on the job.

The interviewer also studies the applicant's *motivation*. He seeks particularly to determine how badly the applicant desires or needs to work. If the latter has an employed wife or other sources of income, he is likely to lack incentive to stay on the job and work steadily. Possible distractions, such as financial or domestic trouble or ill-health of the applicant or of some member of his family, are taken into account. Evidences of immaturity (weakness, tendency to lean on some other person, refusal to accept responsibility—the alibi artist) or of emotional maladjustment and mental

illness (over-suspiciousness, violent swings in mood, fanaticisms, etc.), are also considered, since these conditions are particularly undesirable in selling.

The patterned interview lends itself unusually well to sales selection work for several reasons:

First, the traits which it is designed to measure (industry, perseverance, etc.) are of first importance in selling.

Second, *it can be put into use immediately.* It is not necessary that it be custom-tailored to the needs of a specific company and product as is the case with the weighted application and tests. This eliminates the need for a long period of development and statistical checking of the results extending over several months to insure that they are valid.

Third, it can be employed in organizations where the number of men is too small (less than 100) to permit the development of the weighted application and tests. (The statistical procedures necessary for their development and validation demand numerous cases to insure reliability.)

Fourth, it provides a comprehensive written report of the applicant's background and experience. This is especially useful where others must review an applicant's qualifications. It relieves the necessity of additional interviews. This is unusually convenient in organizations where hiring is decentralized. Candidates can be seen in the field and their qualifications later reviewed by the home office. Such a plan also provides an excellent control of the calibre of the men accepted by field supervision.

Fifth, these reports can be used for reference at a later date if it is necessary to promote, transfer, discipline or dismiss the employee. Again, a second interview is avoided.

Sixth, it may reveal weaknesses in the applicant which are not sufficiently serious to justify his rejection. Nevertheless, where the interview is used, they are recorded. This then serves to forewarn management. It can anticipate and meet trouble with the man when it arises. Knowing the nature of his weaknesses, his superiors can help him to overcome them himself. He can thus be salvaged and can develop into a productive member of the organization. This, in turn reduces turnover and builds a stronger organization.

Although the patterned interview can be used when it is impossible to employ the weighted application and

psychological tests, wherever possible it should be used in conjunction with one or both of them. It is best thought of as a *supplement to*, not as a *substitute for* them. Where they are used together, the weighted application and the tests always should be employed first. Their function is to serve as a *screen* to eliminate the least qualified among the applicants. This reduces the number of applicants to be interviewed and thereby makes it possible to spend more time with each.

Where the other instruments cannot be used, a preliminary "Application for Interview" should be filled out by the candidate. This should carry information necessary for company records and references and a place for a complete work record to be filled out by the applicant. This latter provides a first index of his desirability, thus serving as a rough screen. The work history also provides a basis against which to check his statements in the interview—if he has lied on the application, he does not always remember what he wrote.

### Helps Predict Reliability

While it is desirable to use all three selection instruments, the patterned interview alone will greatly improve the reliability of prediction. While it has not as yet been widely employed with sales groups, it has had extensive use in industry. In one large organization (3,000 persons per month were processed), failure during the probationary period was reduced 75% (from 3.3% monthly to .8%). Another reduced its monthly turnover from 20 to 5%. In one establishment the interview has predicted length of service with an efficiency of .65 and in another of .72. Here the reliability of prediction has been improved by between 20 and 30%. Comparable findings are not as yet reportable with many sales groups, because the method has not yet been adopted by more than a few companies.

While the interview is still relatively untried in the distribution field, its success in industry suggests that used either alone or with the other techniques it can contribute greatly to the organization of a sales force to meet the challenge of the post-war period. It should eliminate some of the guesswork from the selection of those who are to compose it. Through its use at least the more obviously unstable, irresponsible, and temperamentally unpromising applicants can be discovered and excluded. This, in turn, should make for a harder-hitting, more dynamic and cohesive sales group.



The mother who wants to visit her son before he goes overseas . . . the serviceman who must get back to camp. . . . These are typical of the people who come into the daily life of a ticket agent. And they must be treated with courtesy and respect, says The Pullman Co. in the sound slide film from which these stills were taken. For in spite of the peak travel crowds harassing the railway employee, he must remember at all times that "the customer is *still* right."

## Film Teaches Kid-Glove Tactics For Handling Traveling Public

Pullman Co., with an eye to the future, has already shown its sound slide, "Look into Tomorrow," to 14,000 ticket agents and other railroad operating employees. The object: To encourage patience, to remind workers of the priceless value of good-will.

**B**USY as it is with the problem of handling peak travel crowds in this wartime period, The Pullman Company is showing that it has the long-range viewpoint both in its methods of handling its industrial and public relations and in its plans to strengthen its competitive position for the post-war era.

At a luncheon meeting held at the Biltmore Hotel, New York City, January 21, members of the press were shown a sound slide film entitled, "Look Into Tomorrow," one of two Pullman films which have been shown at sixty-two meetings in 57 cities, to 14,000 guests, chiefly ticket agents and railway operating employees. At the

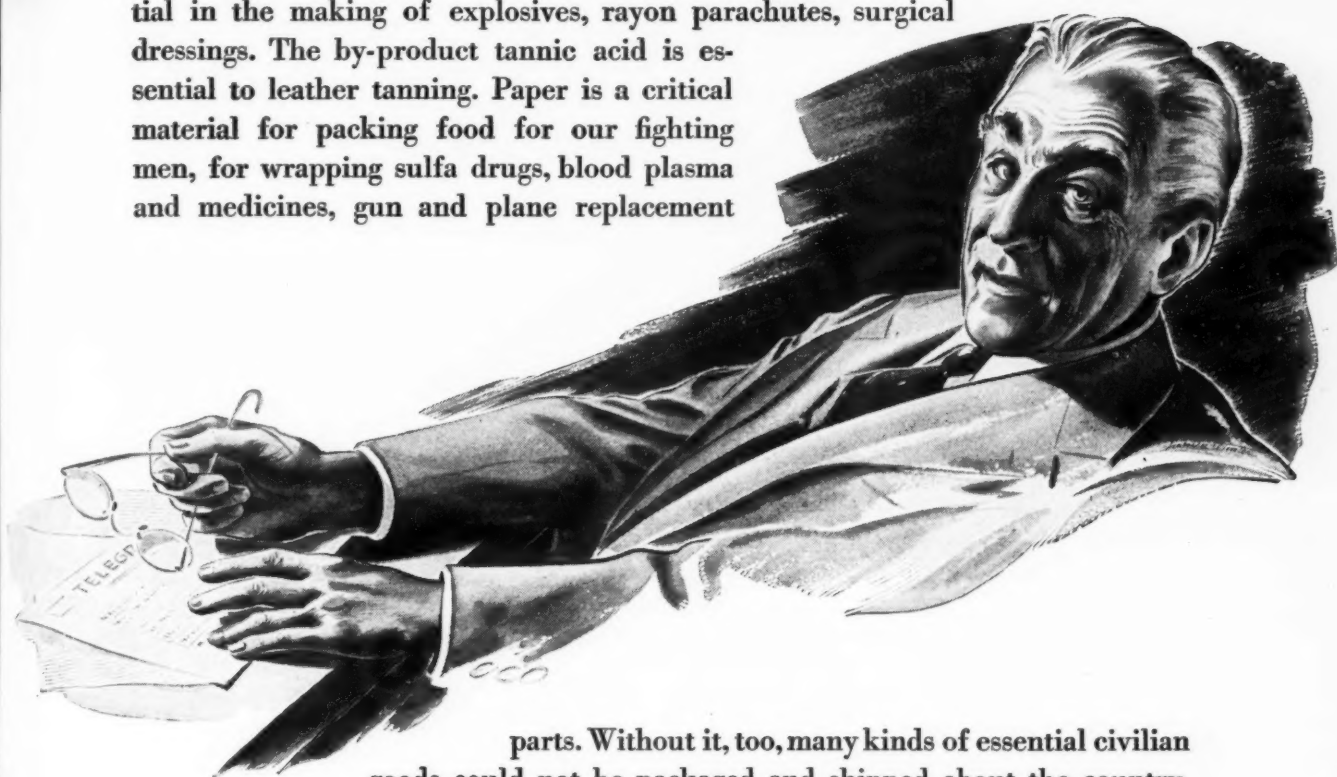
Biltmore meeting, George A. Kelly, vice-president in charge of public relations, told those in attendance of Pullman's industrial and public relations objectives and of the plans the company is making to attract users of its travel facilities when the war is ended.

The sound slide film portrayed a typical day in the life of a ticket seller, harassed by a buying public far larger than existing travel facilities. The would-be traveler who tries to tip or bribe the agent; the blowhard who represents himself as a manufacturer whose firm ships a thousand carloads a year over the railroad and who threatens to take his business else-

where unless he can get accommodations immediately; the drunk; the serviceman who must get back to camp; the woman who has heard she needs a permit to travel; the mother intent on visiting her son before he goes overseas; the trouble-shooter whose services are urgently needed to keep a war plant in production—all are shown besieging the man behind the counter, who remains patient and polite despite provocation. A later scene shows him having dinner with his wife in a discouraged mood. His wife's efforts to impress upon him a consciousness of the importance of his work are of little avail, but a chance encounter with an Army transportation officer accomplishes what his wife had tried to do. Later, in a session with a fortune-teller the ticket agent sees in a crystal ball the after-effects of the work started by him—the good job done by the trouble-shooter as a result of having had a good night's rest through the efforts of the agent; the joy of the mother reunited with her son after having taken the agent's advice and traveled in the middle of the week rather than during the week-end peak; and so on.

# This PAPER CRISIS is *YOUR* Crisis!

Overcome any idea you have that the shortage of pulp and paper is merely the bad luck of the paper industry! Deprived of pulp and paper, America could lose this war in no time! And that would affect YOU and everybody else! Pulp is essential in the making of explosives, rayon parachutes, surgical dressings. The by-product tannic acid is essential to leather tanning. Paper is a critical material for packing food for our fighting men, for wrapping sulfa drugs, blood plasma and medicines, gun and plane replacement



parts. Without it, too, many kinds of essential civilian goods could not be packaged and shipped about the country. Thousands of men are leaving the woods for military service and for high wages paid by war plants. Reserve supplies in wood yards already are exhausted. Mills operate short time. Paper stocks dwindle. The effect of all this soon will be felt on every front, unless the seriousness of the situation is recognized and the trouble corrected. This crisis is *your* crisis. Wire your Representatives and Senators today and urge action to assure the uninterrupted flow of pulpwood for victory!



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...AND THAT, LADIES AND GENTLEMEN, CONCLUDES  
MARCH OF TIME'S  
EYEWITNESS REPORT  
FROM THIS FRONT...



EVERY March of Time Broadcast doesn't find the announcer holding a decapitated mike by program's end. But whether the voices brought to you on the MOT come from battlefields or rostrums, they are the voices of men who are shaping today's events and telling you about them from personal, on-the-spot experience.

That's why MOT's climbing Crossley—now 20.7—is no accident. Tune in yourself and you'll soon know why the March of Time is about the most talked-of, listened-to news broadcast on the air today.

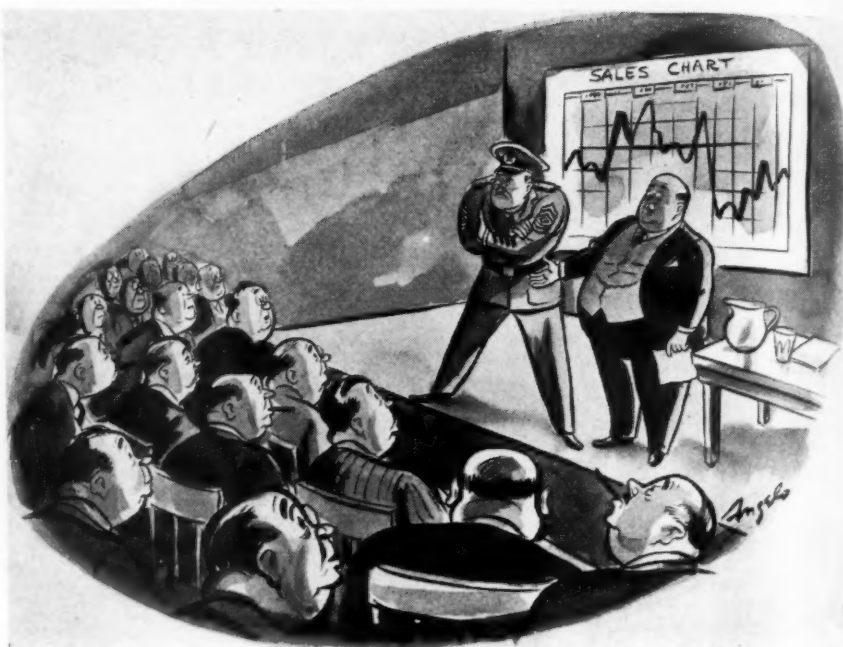
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[ 32 ]



"The Government has loaned us Sergeant Kerrigan to give you boys six months' commando training to fit you for a return to a buyer's market!"



The film is well designed to put across its theme: the useful contribution made by the workers serving the traveling public. Acting upon the belief that "The customer is *still* right," Pullman is striving to imbue not only its own employees, but all the other sales representatives who act for it in one capacity or another, with a desire to build good-will now, for the future.

Other planks in Pullman's program of maintaining good service despite wartime handicaps are: providing increased employee supervision; intensified training, particularly of new employees; and a traveling "customer relations clinic." The company reports that supervisory personnel has been almost quadrupled, to help the thousands of new employees to work efficiently. Since 1940, the number of Pullman conductors has been increased by nearly 60%, and the number of porters by 5,000, or 65%.

Pullman's Courtesy School is not new, but it has been expanded to meet current conditions. It is unusual in that its "alumni" continue to get "report cards," on which, among other data, are recorded customer comments.

The Pullman Company makes no secret of the fact that when peace comes it expects intensified competition from motor vehicles, from the airlines, and from within the rail travel industry itself (in the form of still further improved railroad coaches). Pullman cannot, naturally, expect to meet air competition in the matter of speed, but it believes it can

hold its own in the factors of cost, comfort, pleasure, service, convenience and safety.

The Pullman Company now has in experimental service two types of sleeping cars which should meet the favor of the post-war traveling public. In creating these, engineers relied chiefly upon design as a means of making travel pleasanter and cheaper for Pullman patrons. One, called a coach-sleeper, will provide sleeping facilities at a low price, perhaps as low as in the neighborhood of a dollar a berth.

Another type of service Pullman expects to offer in peacetime will be the duplex roomette, probably at a price no higher than current lower berth fares. Again, it is the design which makes it possible to pass on to the public the economies effected. An interlocking arrangement of the rooms permits a plan of twenty-four accommodations to the car.

The low prices for these two types of accommodations are the result of better space utilization. The conventional Pullman cars now in use have an average of fourteen lowers and fourteen uppers, before the war brought about an increase in rail travel, there was an average sale of only ten to twelve accommodations in a car, uppers often remaining unsold even though there was a slight differential in price in their favor.

Plans for a still more luxurious form of Pullman travel at higher prices are also under way.

SALES MANAGEMENT

# A NEW RESOURCE HAS BEEN DEVELOPED

---

THE WEALTH of America has been wrought from her natural resources of fertile lands, wide forests and rich mineral deposits by the brains and muscles of her people.

But another resource is now available. A new source of wealth and well-being has been developing gradually and almost unnoticed which is tremendously important today and of still greater importance for tomorrow.

This new resource is the research laboratory.

Today, in hundreds of industrial and college laboratories, trained minds are expanding the world's knowledge, and applying the results of research to industry and to war.

In the Bell System, research has always been a fundamental activity.

The telephone was invented in a research laboratory. And for years Bell Telephone Laboratories has been the largest industrial laboratory in the world.

Underlying modern research is the realization of vast latent values in nature. Although the lone genius does from time to time bring to light some part of these hidden values, only organized scientific research can assure the thorough exploration that will render the full measure of use for human welfare.

Research means imagining and experimenting. It means the searching out and bringing together of facts. It means clear statements of problems, precise measurements and keen analysis. It means tenacious following along unexpected paths.



These are the procedures of research. Its consummation is the grasping by subtle minds of relationships in nature no one has previously known. And on the basis of the broader knowledge so established are built new materials, new methods and new structures to serve the people of America.

The Bell Telephone Laboratories has now concentrated its efforts on communication systems and equipment for the armed forces. When the war is over its researches in communication will again be applied to an ever-improving telephone service in America.

BELL TELEPHONE SYSTEM



# On the Wartime Sales Front

## Here Comes the Bride—but Fewer of Them

Fewer marriages are forecast for this year. The boom wartime record of couples marching to the altar is slowing down. The four years, 1939-1942, each showed a gain with a peak of 1.8 million hit in 1942. Last year the total declined to 1,725,000. A further big decline, say statisticians of the Metropolitan Life Insurance Co., will be caused by the earlier marriage speed-up in anticipation of war service and by the fact that a large part of the remaining marriageable men will be abroad.

After the war, however, statisticians happily predict a new marriage boom. Witness the period after the last war.

The bride rate may be on the decline—but watch the baby boom continue. Sales of maternity clothes by Lane Bryant, specialists in the field, are running 42% ahead of last year.

## Get in Line for Post-War Delivery

American Type Founders Corp. is offering printers the opportunity to "get in line" for post-war delivery of Little Giant, ATF Kelly and "Chief" offset presses.

The plan is called the "Civilian Priority Delivery Assignment Agreement," by which ATF promises to deliver the particular press, when manufactured and ready for delivery and when the printer acquires the right to purchase the press in a prescribed order of rotation.

Application forms for the assignment were mailed out to approximately 40,000 names on the company's mailing list, together with a complete resumé of the plan.

Officials of the company point out that the plan has a number of advantages for the potential buyers of new presses, as well as ATF. Anticipating the heavy demand for presses after the war, and the need for new equipment to replace that worn out in war work, the ATF plan provides a method whereby the first new machines to be manufactured will be made available to those who need them and can anticipate their needs now.

By ascertaining the probable demand for new presses immediately after the war, the company will be enabled to schedule its production further ahead and can therefore get under way that much faster. Knowing what the probable demand will be for presses of a certain kind and size, also will enable the company to concentrate on those machines which are needed first. Raw materials requirements will be more easily ascertained under this plan, and the company can schedule its production that much ahead.

Large production of pigskin is still but a gleam in the eyes of WPB officials. If they could discover a quicker, easier way of getting the hide off the hog, pig hides could end shoe rationing and lick the leather shortage, according to experts.

## Post-War Jobs

The post-war American chemical industry will employ "considerably more" workers than in pre-war years and chemical plants are ready to swing into peacetime production the day the war ends, Charles A. Higgins, president, Hercules Powder Co., reports in his review of the year.

Based both upon a survey of the chemical industry and upon Hercules' own post-war blueprints, Mr. Higgins

stresses that the wartime accomplishments of American chemists will "stand up" after the war.

"The war has simply accelerated the development of the chemical industry. Some of the so-called substitutes are better than what they have replaced. Under the impetus of war, these materials have been moved from the research laboratory into actual use much faster than would have been possible under a peacetime economy. But they are here to stay, and they will play a prominent part in raising the post-war standard of living."

You'll wait for gadgets after the war. Few of the startling mechanical "gadgets" born of war's speeded-up research will be coming off the production lines in the immediate post-war period. Employment needs will demand the big volume production of those goods for which industry already has the tools.

## You'll Sit on Nylon After V-Day

DuPont forecasts many new post-war applications for nylon. Among them are brocaded drapery fabrics in the crinkle effect of French hand-loomed, and nylon upholstery fabrics "as superior in wear resistance to our accustomed ones as are nylon stockings to those of other yarns." "One of the many forms of nylon sure to be seen after the war is rattan," says DuPont. "Experimental rattan on chairs has survived more than two years of all-weather outdoor exposure, remaining in excellent condition. The material is smooth, easy to clean, weather-resistant, and retains its color which is added while the nylon is molten."

Mrs. Consumer can rest easy. Washtubs, listed by her in a recent consumer survey as subordinate among wartime casualties only to alarm clocks and elastic tape—have been scheduled for increased production.

## Employee Booklets Go to War

Pure Oil Co. sends to employees and to 40,000 stockholders a new booklet called "Pure Oil War Book," which carries a report on the firm's war construction program both in the light of present and post-war significance. News-worthy feature is an index of scientific petroleum industry terms in which tongue twisters (like "butylene," "hydroformate" and "thermoform catalytic cracking") are reduced to understandable English for the layman. . . . Manning, Maxwell & Moore sponsor a "War Production Accomplishments" book for employees, presenting a pictorialized report on company activities since Pearl Harbor.

## Expect Transition, Not Revolution

In a message to the company's dealers, W. Paul Jones, vice-president in charge of refrigeration for Philco Corporation, predicts that the first post-war refrigerators will not be in any sense revolutionary in design. Said Mr. Jones: "This prediction is based on the premise that manufacturers, distributors and dealers will be anxious to get back into civilian business quickly. Immediate production and transportation of materials will offer plenty of problems in the early months after the war, even without the complications of radical design changes and tooling up for new models. At the same time costly experience in other industries has proved that the buying public reacts slowly and cautiously to radical design change." One thing is sure, according to Mr. Jones: there must be ample space for frozen foods in the post-war refrigerator.

*What do you want to know about*

# PITTSBURGH?

Everybody's interested in what Pittsburgh's Post-War market will be like . . . what Pittsburgh women think and feel . . . how they'll react to new products and old products. They've been asking The Press questions galore. Not knowing all the answers, we decided to find out by surveying 2,352 women shoppers (just as a sample) in Pittsburgh department stores. We found out many things . . . How the war has changed Pittsburgh families . . . what post-war products and services they expect . . . all kinds of interesting mercantile information that local and national advertisers have wanted.

These are the things Pittsburgh Women told The Press:

- 1 *Where they live.*
- 2 *How long they have lived there.*
- 3 *Whether or not they expect to remain after the war.*
- 4 *The size of their families.*
- 5 *The number in the armed services.*
- 6 *The number and sex of employed family members.*
- 7 *How many are in "war work."*
- 8 *Whether they own or rent their homes.*
- 9 *Their plans for building, buying or making improvements on their homes after the war.*
- 10 *What they expect in post-war models of appliances, automobiles, furniture, radios, lighting and heating equipment.*
- 11 *Their inclination to buy if models are not improved.*
- 12 *Whether or not they want more nationally advertised merchandise in department stores.*

A copy of the complete report is available upon request.

**SURVEY SHOWS PITTSBURGH IS STEADY YEAR-IN, YEAR-OUT; WARTIME, PEACETIME MARKET:**

*Of the people now living in Pittsburgh:*



## The Pittsburgh Press

Represented by the National Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Detroit, Memphis, Philadelphia and San Francisco.



**No. 1** *in Pittsburgh . . . in Daily Circulation . . . in Classified Advertising . . . in Retail Advertising . . . in General Advertising . . . in Total Advertising*

# Define Your Salesman's Job—or Your Training Plan Will Flop

Have you ever put down on paper, analyzed and summarized all the things a man *must* do to be successful in selling your product?—and all the things he *should* do if he has the time? Until such an analysis is made, you cannot plan an effective training program.

BY WILLIAM RADOS  
Secretary-Treasurer, National Society of  
Sales Training Executives

(This is one of a group of articles by Mr. Rados, designed to help company executives make an intelligent approach to the problem of training and re-training for the reconversion and post-war eras.

Two articles have already appeared: "Top Management's Stake in a Sound Sales Training Program," *SALES MANAGEMENT*, January 1, 1944, and "How to Find the Bull's-Eye for Your Sales Training Program," *SALES MANAGEMENT*, February 1, 1944.

Accompanying these articles will be check-sheets for each planning step. The first two appeared January 1, covering a review of sales and profit objectives, and the over-all sales personnel policy. The third appears with this article.—THE EDITORS.)

★

**T**OO many well-intentioned hiring and training programs have failed because they were planned without exact knowledge of the salesman's work. Start your sales personnel plans by considering your objectives: that was the point of the previous article in this series. Top management is competent to say "what" but the "how" is definitely the specific task of the sales training man.

The major sales executives of a building materials manufacturer had come up from the firing line decades ago, or from the fields of law, finance, production. No one on the air-conditioned fortieth floor actually knew what the salesmen were doing. Consequently, campaigns were launched, appropriations spent, policies established, new products announced, distribution plans adopted, etc., with less than satisfactory results because the individual who ultimately had to change dreams into signed orders was an unknown man.

The title *salesman* covers too much territory to permit an over-simplified approach. It may be possible to establish fundamental rules of influencing humans which are applicable to every

type of selling from fish at retail to the sale of priceless works of art to museum "angels." However, you're not interested in training all the salesmen in the world—you have one or, at most, a few specific types of sales jobs in your organization, jobs to which you must tailor your training.

All salesmen must establish satisfactory contact with the customer. But the locker room, may suffice for a

of his day's work. It then follows that the salesman's job must be analyzed from the standpoint of the duties he is expected to perform, the reports he has to make out, the reasons for his calls, the breakdown of his time, and the many other factors which answer the question: *What is his job?*

The best way to make a satisfactory job analysis for your men is to do it in the field. For example:

During a call on a Wisconsin furniture dealer, the jobber salesman (1) sold an introductory order of gasoline engine washers; (2) took an order for a special deal on oil-burning space heaters; (3) sold 1,000 heater announcement broadsides; (4) settled a feud with a competing dealer; (5) announced that his firm would no longer receive incoming calls collect; (6) reminded the buyer that advertisements required advance approval if the deal-



An answer to the question, "What is my salesman's job?" may reveal that your salesman has so many other duties to perform that he has little time to spend with his prospects. A realistic training program must involve an analysis of all of his duties.

sales girl in a 5 & 10 store, an entire booklet would more nearly match the problem of the house-to-house hosiery salesman. And in a life-insurance agency a sustained series of meetings would not be too much for this all-important subject.

Define your salesman precisely, in terms of his duties, and the sales training program can concern itself with whereas a few words, on a bulletin in concrete ideas about the specific parts

er wished to collect from the jobber.

Since these six duties—as well as many others—constitute the man's work, the sales training executive who wishes to produce realistic instruction, must include them in his training program. Any attempt to generalize, to over-simplify, would not match up with the true conditions in the field.

Here is a description of the job of an outside retail appliance salesman for a northern electric power company:

## DEFINITION OF "IDEAL SALESMAN" FOR OUR ORGANIZATION

	STRONG to be retained	WEAK to be corrected
1. What are the specifications of the salesman's job? (Some possibilities)		
a—handling of expense money		
b—attitude towards superiors, company, and industry		
c—ability to build up an order		
d—personal standing with accounts		
e—organization of day's, week's time		
f—use of samples, models, sales kits		
g—product knowledge and ability to handle it interestingly		
h—ability to get on good terms with new accounts quickly		
i—good profit presentation		
j—knowledge of competitive product, prices, terms, etc.		
k—ability to overcome obstacles, objections, etc.		
l—knowledge of when and how to apply the "close"		
m—ability to advise accounts regarding re-sale		
n—reports		
o—attendance at meetings		
2. Are the job requirements too exacting? If so, in what ways?		
3. Have we analyzed the salesman's job in order of importance?		
—face-to-face selling duties		
—other direct contact duties (such as merchandising)		
—indirect selling (such as correspondence)		
—necessary but non-selling duties (reports, etc.)		
4. Should the job be split up and handled by two people?		
5. Have we set up job specifications, and ideal personal qualifications for each of the various types of sales jobs we have? _____		
6. Have we set up specifications and ideal personal qualifications for other employees coming in contact with customers—such as telephone girls, receptionists, service and delivery men, etc? _____		
7. How do we describe the ideal salesman in such terms as		
—age bracket?		
—marital status?		
—length of service with us?		
—military experience?		
—height and weight?		
—number of dependents?		
—other?		
8. What educational background does the job call for? _____		
9. What previous selling or business experience does the job call for? _____		
10. What <i>kind</i> of individual is required?		
—appearance, voice, and mannerisms		
—liking for people		
—normal, emotionally stable character		
—maturity and responsibility		
—capacity for leadership		

### ACTION TO BE TAKEN

WHAT ..... WHO ..... WHEN .....

#### A—TERRITORY BUILDING

1. Keep informed regarding territory business conditions.
2. Keep prospect list up to date.
3. Call on all new meters promptly.
4. Note construction, alterations, "for rents," "for sales."
  - (a) residential
  - (b) commercial
  - (c) industrial

#### B—MAKING QUOTA

5. Canvass with demonstration automobile trailer (traveling showroom)
6. Get into prospect's home.
7. Observe need for appliances.
8. Observe signs significant of credit standing.
9. Invite prospect to trailer.
10. Demonstrate appliances in trailer.
11. Ask for signed order.
12. Arrange return call to sell husband.
13. Make return call and make sale from visualizer sales kit.
14. Know the three basic product stories.
15. Know why the product is better than competitive products.

#### C—ORGANIZING

16. Make out daily report, with cash deposits and orders.
17. Turn in lost customer report on repossessions.
18. Fill out prospect cards.
19. Schedule new customers for 30-, 60-, 90-day followups.
20. Ask for leads.
21. Keep recalls and appointment tickler up to date.

#### D—EQUIPMENT

22. Sales kit must be up to date and in order at all times.
23. Sales kit, change and order forms must be taken on every call.

#### E—TRAINING

24. Attend and participate in weekly training meeting.
25. Read company training manual and turn in product examinations.

#### F—MISCELLANEOUS

26. Take floor day on regular schedule.
27. Break in new salesmen as assigned.

This job calls for 27 duties—some vital, others less so—yet the management wants every man to carry out all 27. Therefore the sales training program consists of these 27 subjects, and the training manual has 27 chapters. Each training meeting takes up one or more of these 27 duties.

An engineering school graduate, selling industrial heating equipment to steel mills, ceramic plants, etc., will, like the appliance salesman, note the need for his product. But the retail salesman can observe the housewife's need for a waffle iron in a few minutes. The engineer may spend weeks in a plant, making an exhaustive study of production operations in which heat-



Ray L. Hoefler has been appointed general manager of Zenith Radio Distributing Corp., Chicago area distributors for Zenith Radionic Hearing Aids and other products of Zenith Radio Corp. Mr. Hoefler formerly was with the factory field sales organization, in charge of contacting large outlets throughout the country.

ing is a vital factor. Before he makes his proposal he will write a twenty-, fifty- or one-hundred-page report.

The appliance salesman's presentation follows his printed visualizer book or a standardized product demonstration in the show room. The sales engineer's presentation may take many hours of discussion with a committee, and the presentation is tailor-made. Of course, unless the engineer is thoroughly trained in sales sense, his written report may flop as a sales instrument; his handling of the committee will stress technicalities, and slide over such specific advantages as increased production, reduced costs, lower percentage of rejects.

A complete description of his job would reveal numerous differences from other types of selling job. An Industrial Heating Sales Engineer's



Training Program would prove of little direct value to other types of salesmen, but it would prove highly valuable to the heating man.

The 27-point description of the appliance salesman suggests an operation which can suit nearly any type of selling operation.

Another classification which proves highly useful consists of a breakdown under four major headings according to priority rating:

1. Direct sales contacts—Face-to-face selling of the buyer.

2. Indirect sales contacts—Personal calls on people in position to influence the buyer. Service, good-will and other calls not aimed at an immediate order. Telephone calls and correspondence.

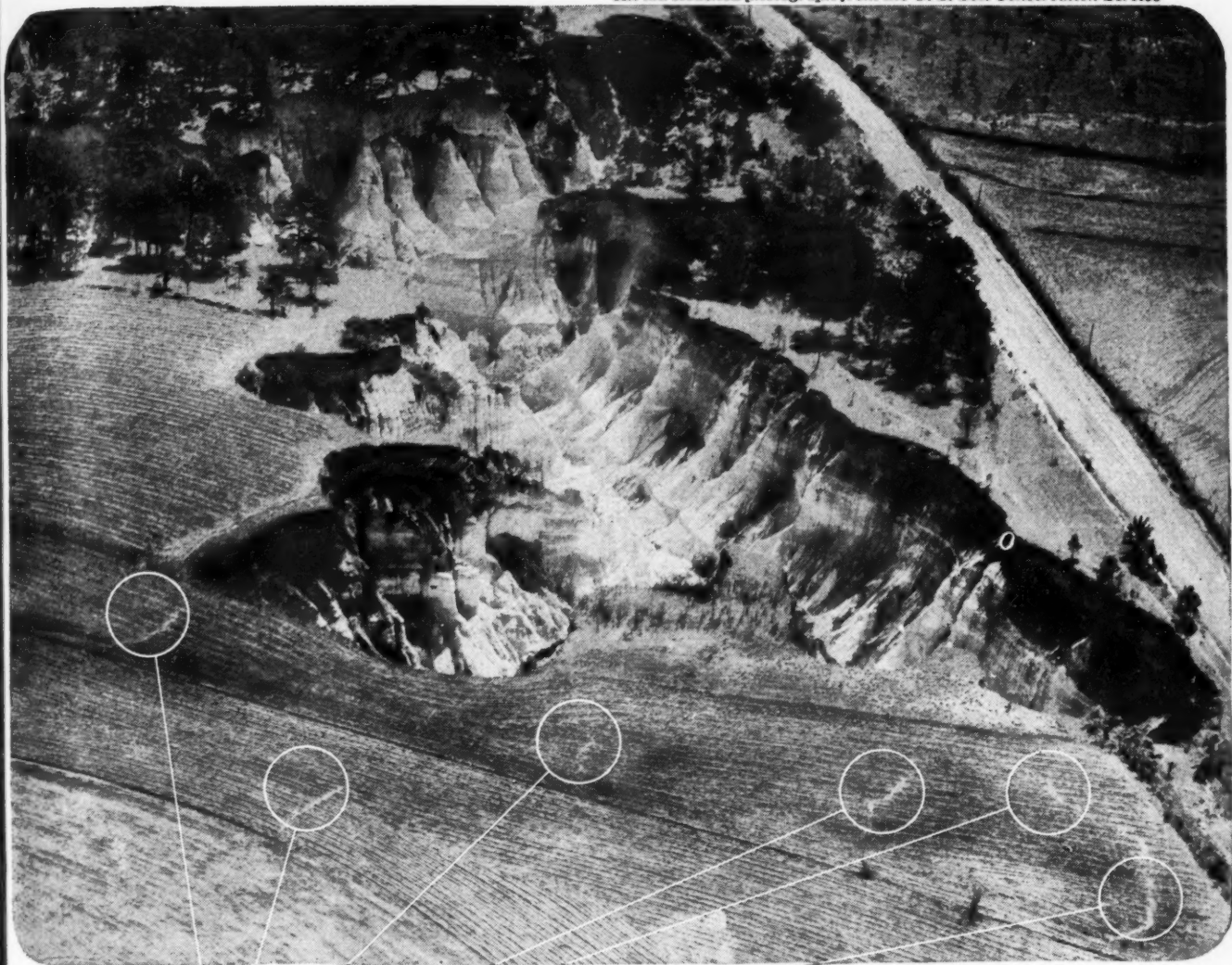
3. Necessary other duties—Reports, sales meetings, surveys, appearances at trade groups, social events, etc. Breaking in new men, attendance at conventions.

4. Questionable other duties—Most organizations expect their salesmen to carry out duties for which they are not fitted, or which could be done by other means more cheaply.

When this four-point realistic approach was put to the job of a group of building materials salesmen, it was discovered that the management was asking the men to carry out 103 different duties. One—only one—of these tasks was the reading of 1,000 pieces of company mail monthly. Averaging two minutes per piece to glance at, discard or act upon, mail accounted for an average of four full days' time per month. Otherwise, these men were so loaded with class 3 and 4 duties that their selling efforts were seriously curtailed.

Job description also immediately suggests the question: What qualifications must a man have to handle the job? The answer becomes your clear blueprint of the type of men you need to build a successful sales organization. The accompanying check-list will help you list the duties of the job or jobs, and define the qualifications of the men you need.

(In his previous article in the Feb. 1 issue of SALES MANAGEMENT, the author indicated that four major preparatory steps constitute an approach to sound sales training. Step 1 treated in that article is to aim training at specific objectives. Step 2 discussed here, calls for a concise description of the salesman's job. Step 3 and 4 will be covered in articles in forthcoming issues.)



## HOW A GEORGIA GULLY HELPED FIGHT THIS WAR . . .

This Georgia gully was good farm land once. Unchecked erosion wrecked it. The gully ate into the highway, so the state had to move the road. Cattle grazing along the gully's edge fell in and were killed. Fields washed down into the gully.

Old methods of soil conservation failed to stop the erosion—it did no good to throw piles of brush into the gully in the old hit-or-miss, “hope it works” way. Something that *worked* was needed—and found.

Methods of soil conservation such as those about which Country Gentleman began to marshal facts away back in 1912 were tried. The nearby fields were

contour-plowed, to hold moisture and anchor the soil. (Notice the circled white gashes, where erosion that started was halted.) The spread of this Georgia gully was stopped—no more good land became lost land.

Lazy acres can lose the war. America needs fighting fields—producing fields—crops that will smash *all* records. We must have no more “Georgia gullies.”

We won't, and one big reason why we

won't is Country Gentleman. In the years since 1912 it has published hundreds of articles on *every* phase of soil conservation, pounded away without let-up on workable, practical methods. It has taught American farmers *how* to care for their soil, and their care has saved millions of acres.

This incessant soil conservation campaign is typical of Country Gentleman's editorial “fight.”

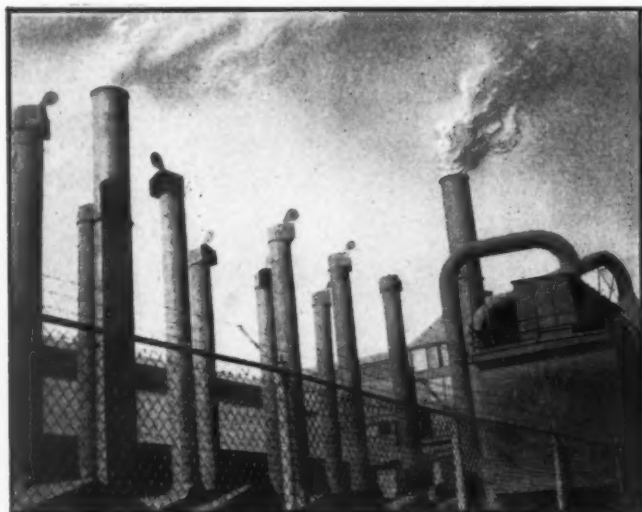
# COUNTRY GENTLEMAN

NATIONAL SPOKESMAN FOR AGRICULTURE

There is at least one fact proved by World War I, —the marketers who withdrew their advertising because of war production, recovered to find the more stable markets closed to their products.

One of the best of these markets from the standpoint of stability is found in the 12 counties of Central Ohio where The Columbus Dispatch is the only single advertising medium to blanket the area.

The 94% native born residents here are engaged in diversified endeavors. Manufacture, Agriculture, Commerce and the Cultural pursuits strike a healthy balance.



This diversification of activities affords assurance against sudden market fluctuations. Neither depression nor inflation occurs abruptly in this area.

As an indication of continued stability, take a glance at the tremendous background of savings accumulated by these residents in the past two



years. Bank deposits are 140% greater than in 1941 . . . almost three quarters of a billion dollars in cash. Sales of E bonds, not including the fourth loan drive, exceed \$140,000,000 and bonds of all types are around a half billion.

This vast potential wealth is ready for use when goods are available. Central Ohio residents are



provident but they are not penurious. They believe in good living.

Marketers, who appreciate the value of continuity in advertising, and rely on stability of buying power, will do well to entrench themselves in the heart of Ohio.

*They will invest their advertising dollars in*

## THE DISPATCH

*Ohio's Greatest Home Daily*  
COLUMBUS 16, OHIO

THE 1943 LINAGE AND MARKET DATA BOOK WILL BE OUT SOON. LET US KNOW IF YOU WOULD LIKE TO HAVE A COPY SO WE CAN CONSERVE ON PAPER.



# LIBERTY... OF CHOICE

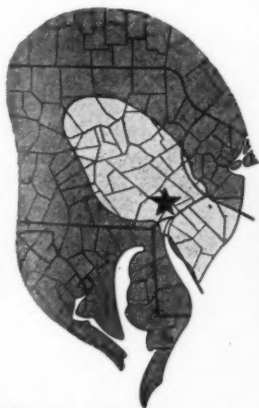
Consumers' Liberty of Choice makes merchandising and selling an exciting business. Your sound claims . . . on value, quality, and other factors relating to your product . . . reach the pinnacle of consumer influence via radio.

In the super-metropolitan area centering on Philadelphia, KYW serves listener-consumers with the programs most people listen to most! Most excellent company for your program.

The simple follow-through is to schedule your series on 50,000-watt KYW, Philadelphia. Details delivered to your office by NBC Spot Sales.



*A new KYW Coverage and Market Map will be sent to you, quickly and cheerfully, upon request.*



**WESTINGHOUSE RADIO STATIONS Inc**

WOWO • WGL • WBZ • WBZA • KYW • KDKA • REPRESENTED NATIONALLY BY NBC SPOT SALES

FEBRUARY 15, 1944

[45]



You can carry this 45-pound midget furnace like a suitcase. It has just been developed for the Army Air Forces after more than two years of special research by Norge Division, Borg-Warner Corp. The portable unit is powerful enough to heat an average home, and operates successfully at five miles altitude and with temperatures as low as 70 degrees below zero. The principles involved in production of the heater will probably revolutionize home-heating after V-Day. Here Charles S. Davis, Jr. (left), general manager, Norge Heating & Conditioning Division, demonstrates the operation of the midget furnace to M. Glenn O'Hara who is vice-president in charge of sales for Norge Division.

## A Primer on Spot Radio

These twenty-two questions about spot broadcasting are designed to clarify the understanding of executives who have had little or no experience with this increasingly important type of advertising. What's spot good for? What about frequency?—timing?—cost?

BY WALTER J. NEFF

President, Neff-Rogow, Inc.  
New York City

1. What is the chief advantage of spot\* radio? Its remarkable flexibility. It permits the advertiser to tell his story only in those cities where he has markets to which he wishes to give the benefits of advertising, or for the pure purpose of increasing distribution. It permits a wide choice of time and a choice of established programs which already have an audience of the kind which will buy his product. Spot broadcasting is elastic. It takes into account seasonal variations and permits the simultaneous use of different copy in different cities for a varying line of products—or product uses, according to weather or seasons.

\* The term "spot," as used here, refers to non-network broadcasting, or programs spotted selectively, according to the wishes of the advertiser. Spot radio is sometimes thought of in terms of the 30-second to 1½-minute announcements sandwiched between programs. These are spot announcements.

2. What advantage is there in not using the same program in all cities? In spot advertising, the wise buyer of radio can choose that program in each city which enjoys the best possible rating or audience—at the time he can best tell his story, morning, afternoon or night. Also it has been demonstrated that a type of program which is liked in one region can be unacceptable in another. Then, too, one market might have sales potentialities rich enough to warrant the expenditure of more money for programs than another market. Spot also permits advertisers to take advantage of the existence of foreign-language markets. A case in point is that of Gambarelli & Davitto, eastern distributors for Italian-Swiss Colony wines and vermouth, who have had excellent results from the use of spot in cities with large Italian populations.

3. Is it necessary to create a spe-

cial program for spot broadcasting? It is not necessary, nor advisable, to create a special program. While that may be necessary in some rare instance, why waste time, energy and money in experimentation when there are good programs available locally in each city in which you're interested? In radio, as on Broadway, there are too many flops; even the wisest of showmen have plenty. One of the special advantages of spot radio, therefore, is the opportunity it offers to select programs which have proven their acceptance in the communities in which they are heard.

4. What types of programs are best fitted for spot radio advertising? There is no one best type. Almost any program is suitable—if it has the *kind of audience* that forms a market for the product or service advertised. Some of the best national programs started on local stations, and much good talent is still available today on local stations where it is listened to as intensively as are many national programs. News reports, sports commentators, quiz shows, musical clocks, participation shows, women's programs, contests—these are just a few of the programs which are being successfully employed for spot radio advertising.

5. How important is the announcer in spot radio? Of major

*Dicho  
y hecho\**

WNEW thought its listeners might like to learn Spanish, if it was pleasant and painless.

So, every Sunday afternoon, Merle Pitt and his WNEW orchestra broadcast a half hour of good Spanish dance music. In between the rhumbas, Raoul Henry gives the lessons . . . amusing, unorthodox lessons that do teach Spanish.

People seem to like the idea. We offered to send listeners weekly lesson sheets, if they would write in. *Dicho y hecho*.<sup>\*</sup> They're writing to the tune of several hundred per program.

Someone at the office of the Coordinator of Inter-American Affairs wrote, too. They want 25 copies every week so that the secretaries can learn Spanish!

Want the lessons? Ask us for them.

<sup>\*</sup>Raoul says that means, "*No sooner said than done.*"

**WNEW**  
NEW YORK

REPRESENTED BY JOHN BLAIR & COMPANY

importance. He is your super salesman. His voice and manner have a great deal of bearing on the acceptance of the program and the sale of a product. One of the advantages of spot broadcasting is the opportunity it provides to buy personalities who are liked in specific communities, because over a period of time they have become accepted. The accent of an announcer might be liked very much in one section, but heartily disliked elsewhere. In spot broadcasting, therefore, it is possible to choose announcers and personalities of known

popularity in *their* own communities.

Outstanding examples of announcers with large local followers are Leroy Miller of KYW in Philadelphia, John Gambling of WOR in New York, and Arthur Godfrey of WTOP in Washington.

6. Is the size of the audience the most important factor in spot advertising? No. Of equal importance is the audience's receptiveness to the selling appeal of the product or service advertised. In selecting programs on which Bond Clothes are ad-

vertised, the middle-income groups have been favored. For this product, as an example, neither the Good-will Hour, which appeals to a low-income group, nor Information Please, which appeals to the highest-income group, would be as suitable.

7. How long should the advertising message be? There is no one best length. Better a relatively long and interesting announcement than a short and dull one. A short, ultra-cute announcement can be intensely annoying; a long, sincere one, carrying a message with substance in it, can win excellent acceptance from listeners. Generally, each announcement should take no more than one minute. Here, of course, the advertiser must be guided by the limitations exercised by some stations, as well as the type of appeal being made.

8. Are certain times of the day better than others for spot radio advertising? If the program is suited to its prospective listeners and well presented, its sales message is good at any time of the day. It was formerly believed that "you must catch the shopper in the morning before she goes out." This theory has been exploded. The Ruby Lane stores in the New York area are now using the Mary Margaret McBride participation program, though it starts at one o'clock, too late to catch the majority of that day's shoppers. Thom McAn shoe and Bond Clothes successfully use evening programs, as well as others.

9. Can economies be effected through spot broadcasting? Definitely. In many instances where an advertiser wishes to reach the whole family he can secure a good audience at the cheapest station rates early in the morning—late at night, or during the major part of a Sunday.

10. Is spot broadcasting as effective as a national hook-up? Certainly! Many local programs have as large—and, in many instances, even larger audiences than do many of the network shows. In many instances also, what the locally known personality says is acted upon more quickly than what some far distant announcer says, because the local boy is part of that community.

According to a recent survey by a reputable organization, the George Putnam news broadcast, Monday to Friday, at 11 P. M. over WEAJ was 9.6. Compare this to the ratings of these national programs, also on weekdays, and at earlier hours (when presumably more people should be



#### Use ANY or ALL of these Local Daily Papers in Iowa to work for you

City and Newspaper	1940 City Population	CIRCULATION An. Daily Mar., 1941	
		CITY	TOTAL
Ames Tribune (B)	12,555	2,542	4,586
Atlantic News-Telegraph (B)	5,802	1,469	5,750
Boone News-Republican (B)	12,373	3,074	4,800
*Burlington Hawk-Eye Gazette (LB)	42,000	9,618	18,774
†Cedar Rapids Gazette (B)	63,240	19,199	45,020
Centerville Iowegian & Citizen	8,413	1,791	5,595
Charles City Press (B)	8,681	2,019	4,150
Cherokee Times & Chief (B)	7,469	1,180	5,017
*Clinton Herald (B)	26,270	7,807	19,673
Council Bluffs Nonpareil (LB)	42,164	8,192	15,354
Creston News Advertiser (LB)	8,033	1,894	4,671
*Davenport Democrat (LB)	66,039	30,275	46,438
*Davenport Times			
†Dubuque Telegraph Herald (LB)	43,892	11,142	33,520
Fairfield Ledger (B)	6,708	1,825	4,617
Ft. Dodge Messenger & Chronicle (B)	22,904	5,681	14,731
Iowa City Press-Citizen (B)	18,185	4,400	8,475
*Keokuk Gate City (LB)	16,000	4,000	7,150
Marshalltown Times-Republican (B)	20,204	4,668	11,543
*Mason City Globe-Gazette (B)	27,070	7,161	19,160
Mt. Pleasant News	5,500	1,223	3,200
*Nevada Journal (B)	18,286	4,920	8,614
Nevada Journal (B)	3,353	934	4,386
Oswego Register (B)	7,990	1,873	3,702
Oskaloosa Herald (B)	11,024	2,691	6,220
Ottumwa Courier (B)	31,570	9,231	16,449
Shenandoah Sentinel (B)	6,853	1,500	3,560
*Sioux City Journal-Tribune (LB)	87,791	23,403	75,556
Washington Journal	5,227	1,325	3,621
†Waterloo Courier (B)	65,387	18,381	39,627
Webster City Freeman Journal (B)	6,738	1,907	5,357
(Monday and Thursday)	6,738	1,907	5,357
	714,459	197,152	454,673

(Published Sunday also)  
(B) Accepts Beer Advertisements  
(LB) Accepts Liquor and Beer Advertisements  
\*Considerable out of state circulation

Place your advertising in the 31 local daily papers of the Iowa Daily Press Association . . . and you have advertising at work for your products and your services. With a circulation of 454,673 in 30 dominant markets of Iowa, these local daily papers give you the best opportunity for **MERCHANDISABLE ADVERTISING** . . . advertising that assures dealer interest and continued consumer demand for both present and postwar sales. This is advertising backed by the force, direct appeal, and neighborly interest that only a local daily paper can give you.

## 454,673

**MERCHANDISABLE CIRCULATION**  
in 31 Local Daily Papers in  
30 Dominant Iowa Markets

Write for convincing information

# IOWA DAILY PRESS ASSOCIATION

405 SHOPS BUILDING

DES MOINES, IOWA

# Why I like to Write for Cosmopolitan

by  
**Margaret Culkin Banning**

There must be a first time for everything. That by-line—"By Margaret Culkin Banning" has appeared 23 times in the last 72 issues of Cosmopolitan and the range of her characters has included almost all kinds of people. But this is the first time she's written about editors!



**I**T IS stimulating to write for Cosmopolitan. You can't dawdle or be obscure in either your thinking or your writing. You aren't expected to soft-soap your readers nor to play down actual facts for them. Cosmopolitan knows that its readers are realistic and quick-witted, and that they differ in many reactions from the reading public of even a few years ago. The Cosmopolitan editors don't consider the public falsely sentimental. But they know that interest in human relations is just as strong as it ever was and that people still fall in love and like to read about other people's romances.

It is a magazine edited for human beings and not for some theoretical reader. I can usually earmark a story idea for Cosmopolitan as soon as it comes into my mind. The idea must have enough inherent emotion to arouse sympathetic feeling in people who read the finished story. If it can be written from several angles, I can choose the one I think is best, without editorial dictation. So I like to write for Cosmopolitan because I have to do a good job to get the story printed.

If I didn't like to write for Cosmopolitan, I wouldn't do it. Nor would the editors let me.



## *Great Writing makes Great Reading!*

The editorial policy that Margaret Culkin Banning commends is the reason why over 5,000,000 men and women like to read Cosmopolitan.

It's also why advertisers are giving Cosmopolitan a prominent place on their present—and post-war—programs.

For Cosmopolitan's editorial policy does more than bring great stories and brilliant writers to its readers . . . it offers a background of realism and emotion, love and romance that stimulates the imagination . . . makes a powerful plus for the effective advertising of branded products.

**A new record! Newsstand sales for the December issue of Cosmopolitan at 35¢ came to 1,113,000 copies—an increase over the corresponding issue in 1942 of 37.1%.**

FEBRUARY 15, 1944

[49]



## FORT WAYNE—2nd among Indiana markets

● The state of Indiana isn't difficult to figure. The state capital—Indianapolis—comes first, of course. Next largest city is Fort Wayne—covering northeastern Indiana. And after Fort Wayne come a dozen or so others—all good towns, of course—but put down Fort Wayne as No. 2 on your Indiana List.



### 97.8% HOME COVERAGE

The News-Sentinel is delivered by carrier six days a week to 97.8% of all homes in Fort Wayne.

### First in Fort Wayne

● For the year of 1943 The NEWS-SENTINEL, a six-day evening newspaper, published 7,380,610 lines of display advertising... 3,640,968 more lines than did Fort Wayne's morning newspaper... 4,745,009 more lines than did Fort Wayne's Sunday newspaper, and 1,007,367 more lines than the daily and Sunday combined. (Media Records).



## The News-Sentinel

Fort Wayne's "Good Evening" Newspaper

ESTABLISHED 1833

Fort Wayne, Indiana



Representatives: Allen-Klapp Co.  
New York—Chicago—Detroit



W. J. NEFF

Mr. Neff is an authority on radio in all phases, particularly spot, in which his agency specializes. He has been in the field since its pioneering days.

Early in 1922 he went on the air for the first time over Station WWJ, Detroit. In 1923 he came to New York City to manage Station WAHG—now WABC, key station of the Columbia Broadcasting System, Inc. He started and managed WMSG, Madison Square Garden, and later WPOH, Park Central Hotel, also Station WMCA. In 1928 he started in with WOR, owned by L. Bamberger & Co., as announcer and baritone soloist. Later he became assistant sales manager and in 1935 he was made sales manager. In 1936, together with William Rogow, he organized Neff-Rogow, Inc.

He is co-author, with Herman Hettinger, of "Practical Radio Advertising."



available as listeners), Major Bowes, Thursdays, 9, WABC—9.0; Tums Treasure Chest, Tuesdays, 8:30, WEA—8.0; Stage Door Canteen, Fridays, 10:30, WABC—9.3. (Incidentally, it is worth noting that the rating of the George Putnam news broadcast rose sharply, from 2.3 to 9.6, when the station began its policy of plugging the program, by brief mentions at various hours of the day and evening.)

11. How should spot radio be employed? Once a week—daily—or oftener? That depends entirely on the problem, the product, and/or the budget. Here again the elasticity of spot radio is of great benefit to the advertiser.

Could anything be  
more essential?



There's no question about the necessity for rationing shoes. But shoes for tots and primary graders should be provided to meet the need.

The wartime Boot and Shoe Recorder is leading a crusade on behalf of the youngsters—who *must* be well shod. And the leaders in the industry are following it closely in the Recorder's pages... just as they'll follow your constructive advertising in this eagerly read shoe paper.

Published Twice Monthly

## BOOT AND SHOE Recorder

NATIONAL VOICE OF THE TRADE

A Children's Publication

100 East 42d Street, New York 17, N. Y.



## It's time — in Washington

1. More key officials in Washington read TIME regularly than read any other magazine, however big its circulation.

2. The members of Congress vote TIME the most important U. S. magazine that carries advertising.



For further details write to

TIME

9 Rockefeller Plaza, New York 20, N. Y.

SALES MANAGEMENT

# A Great Southern Institution

## 100 YEARS AGO

The Commercial Appeal is far more than a newspaper—it is one of the South's most cherished institutions. As far back as 1840, even in the lifetime of Andrew Jackson—when ante-bellum Memphis was teeming with cotton riches and the tremendous vitality of the Mississippi River—it was infinitely close to its people. Its roots are that deep, reaching through the mists of 104 years.

## IN THE CIVIL WAR

The role of service, of leadership and inspiration which a newspaper is privileged to render in a nation at war is no new role for the Commercial Appeal. Southerners will never forget its part in the Civil War. In those trying days, it became the expression and symbol of a whole people. Five bronze tablets on the Vicksburg battlefield honor "The Appeal Battery." The Appeal's three year flight dodging Federal armies is one of the greatest romances of American journalism.



## TODAY

A unified America today is fighting a world struggle for American ideals. But more than at any other time in its long history the Commercial Appeal reflects the highest purposes of the Southern people. And with its treasure chest of lifelong loves and loyalties, it stands pre-eminent as a great newspaper—a tremendously resultful medium for advertising—offering coverage of the South's Biggest Market Area.

A Scripps-Howard Newspaper



# THE MEMPHIS COMMERCIAL APPEAL

FEBRUARY 15, 1944

**FOR A FINER AND  
BETTER SOUTH**  
The Commercial Appeal's Plant to Prosper program is one of the greatest programs ever created for the lasting betterment of an entire section of America. In 1943, over 110,000 farm families followed this program into a new life of independence and prosperity.

☆ ☆ ☆  
☆ ☆ ☆

# The NORFOLK Metropolitan Market is BIGGER than...

## DALLAS ★ DENVER MEMPHIS ★ RICHMOND OMAHA ★ TOLEDO

### and 100 OTHERS among the 137 leading U. S. Metropolitan Markets\*

\*According to Census Bureau estimate as of March 1, 1943.



**WTAR is the ONE station in this big,  
rich market that reaches MORE listen-  
ers than all other stations COMBINED.**

**5,000 WATTS DAY AND NIGHT**

**NBC NETWORK**

# WTAR

NORFOLK  
VIRGINIA

NATIONAL REPRESENTATIVES: EDWARD PETRY & CO.

12. Doesn't spot radio cost more because there is a program cost in each city as against one program cost on a network? No. In the first place local programs are usually very reasonable, while a network program, by reason of competition and other factors, usually comes high. The cost of a program is no criterion of its success. Should a wrong program be selected in one city on spot radio, very little is lost, but Lord help you if a network program proves to be sour.

13. What products especially benefit because of the flexibility of spot radio? Many. Clothes, because different copy can be used in different zones to take advantage of climate—overcoats up North, tropical suits in the South, and middle-weights in between. Automobiles—advertisers can talk of the pleasures of balmy nights in the South and quick starts in the North. Manufacturers of a varied line of products can follow the seasons through the year. The application is limitless and important.

14. Is spot radio more difficult to handle from an advertiser or advertising agency point of view? Yes! A network program is one program covering many cities which the employment of spot radio means as many programs as there are spots being used. It also means special copy for many of these cities. It means constant checking with stations, surveys and representatives. Probably because it is a tougher thing to direct, spot radio hasn't been as popular as it deserves to be. However, any form of advertising which is effective sales-wise, as is spot broadcasting, deserves all the attention it requires.

15. Can stations be trusted to see that the advertiser gets a good show every time, without a representative of the advertiser being present? Yes! Any station worth its salt is very much interested in the success of all its advertisers. It is their bread and butter. Most major stations throughout the country assign production men to spot shows and see to it that the shows are carefully checked. All stations give a notarized report on the time each show is actually on the air.

16. Can spot radio be used by an advertiser who has no agency? Yes. But it's not wise. Most agencies know far more about spot radio than such an advertiser, so why attempt to do the job without additional help when it costs nothing for that help?

17. Are there any products

SALES MANAGEMENT

# Story EVER TOLD

More than  
**275**  
pages in the  
First 3 Issues



Placed by 173 Advertisers  
who want their dollars to talk sense!

Adel Precision Prod. Corp.  
Actna Plywood & Veneer  
Aircraft Screw Products Co.  
Aircraft Tools, Inc.  
Allen, L. B. Co., Inc.  
American Gauge Company  
American Phenolic Corp.  
APCO Messberg Co.  
Argute Oilless Bearing Co.  
Atlas Press Company  
Aerogrip Corporation  
Aircraft Fittings Company  
Aircraft Standard Parts Co.  
Airplane Mfg. & Sply. Corp.  
American Brake Shoe Co., The—  
Kellogg Div.  
American Metal Works, Inc.  
Amer. Photocopy Equip. Co.  
Arens Controls, Inc.  
Armstrong Bros. Tool Co.  
Baldor Electric Co.  
Beech Aircraft Corp.  
Biddle Company, James G.  
Black & Decker Mfg. Co.  
Boots Aircraft Nut Corp.  
Blackhawk Mfg. Company  
Bassick Company, The  
Bendix Aviation Corp.  
(Institutional Div.)  
Billings & Spencer Co.  
Black Drill Co.  
Buda Company, The  
Bonney Forge & Tool Wks.  
Cannon Elec. Develop. Co.  
Chicago Rawhide Mfg. Co., The  
Chicago Wheel & Mfg. Co.  
Champion Spark Plug Co.

Chicago Tool & Engr. Co.  
Clare, C. P. & Company  
Clayborne Mfg. Co.  
Climax Molybdenum Co.  
Continental Rubber Works  
Curran Corporation  
Cleveland Pneum. Tool Co.  
Consolidated Vultee Aircraft  
Craftint Mfg. Co., The  
Curtiss-Wright Corp., Airplane  
Division  
Delta Mfg. Co., The  
De Vilbiss Company, The  
Douglas Aircraft Co. Inc.  
Dunmore Company, The  
Denison Engr. Co., The  
Diamond Tool Company  
Dugas Engineering Corp.  
Elastic Stop Nut Corp.  
Electric Speed Indicator  
Electric Autolite Co., The  
The Fafnir Bearing Co., The  
Fiske Bros. Refining Co.  
Firestone Tire & Rubber Co.  
Forker Corporation, The  
General Electric Co., The  
General Tire & Rubber Co.  
Goodrich, The B. F. Co.  
Grand Specialties Co.  
General Motors Corp.,  
Allison Division  
Glidden Company  
Graham Rotary Files & Tool Co.  
Grimes Manufacturing Co.  
Harman Equipment Co.  
Heintz & Kaufman, Ltd.  
Houghton & Company, E. F.

Hunter & Company  
Hayes Industries, Inc.  
Heller Company  
Hughes-Keenan Co., The  
Independ. Pneum. Tool Co.  
Ingersoll Rand Company  
Industrial Wash. Mch. Co.  
Justrite Mfg. Company  
Kip Corporation  
Koehler Aircraft Prod. Co.  
Kelite Products, Inc.  
Klauser Manufacturing Co.  
L. & R. Mgt. Co.  
Lister-Blackstone, Inc.  
Liberty Motors & Eng. Corp.  
Lockheed Aircraft Corp.  
Macklin Company  
Magnus Chemical Company  
Master Rule Mfg. Co.  
Micro Switch Corporation  
Marman Products  
Meriam Company, The  
National Schools  
New Britain Mch. Co., The  
No. Amer. Elec. Lamp Co.  
Nat. Screw & Mfg. Co., The  
New Departure (Division  
General Motors Corp.)  
Norton Company  
Oakite Products, Inc.  
O'Neil Irwin Mfg. Co.  
Paasche Airbrush Co.  
Palmut Company  
Permotlux Corporation  
Pioneer Parachute Co.  
Procurier Safety Chuck Co.

Pacific Scientific Co.  
Paxton Lumber Company  
Phillips Screw Mfg.  
Plomb Tool Co.  
Products Engineering Co.  
Rapid-Stand, Co., Inc. The  
Revoluator Company  
Rochester Mfg. Co.  
Romeo Pump Company  
Ryan Aeronautical Co.  
Remington Rand, Inc.  
Reynolds Metal Co. Inc.  
Roebblings' Sons, John A.  
Rowe Industries, Inc.  
Safety Equipment Company  
Sensenich Brothers  
Sheldon Machine Co., Inc.  
Simplex Products Corp.  
Skilsaw, Inc.  
Speedway Mfg. Co.  
Standard Pressed Steel Co.  
Stanley Works, The  
(Hand Tool Division)  
Sterling Tool Products Co.  
Stewart-Warner Corp.  
Switlik Parachute Company  
Sawyer, H. M. & Son  
Shakeproof, Inc.  
Simonds Saw & Steel Co.  
S.K.F. Industries, Inc.  
Snap-On Tools Corporation  
Standard Aircraft Prod., Inc.  
Stanley Works, The  
(Electric Tool Division)  
Stevens Walden, Inc.  
Sunnen Products Company  
Sylvania Electric Prod., Inc.

Technical Plywood Co.  
Thomson-Porelomite Paint Co.  
Tinnerman Products Inc.  
Tung-Sol Lamp Works, Inc.  
Texas Company, The  
Thurston W. Harris, Inc.  
Tubing Seal Cap, Inc.  
Turco Products, Inc.  
Union Asbestos & Rubber Co.  
U. S. Automatic Corp.  
United States Rubber Co.,  
(Automotive)  
United Carr Fastener Corp.  
U. S. Propeller, Inc.  
Van der Horst Corp. of  
America  
Vickers, Inc.  
Walker Turner Co. Inc.  
Waukesha Motor Company  
Weidenhoff, Joseph, Inc.  
Westinghouse Electric & Mfg. Co.  
Wiley, John & Sons  
Williams, J. H. & Co.  
Worthington Mower Co.  
Walter Motor Truck Co.  
Weatherhead Co., The  
Western Felt Works  
Weston Elec. Instru. Corp.  
Williamette Hyster Co.  
Witteck Mfg. Company  
Wright Mfg. Div., American  
Chain & Cable Co., The  
Yale & Towne  
(Philadelphia Div.)  
Yard-Man, Inc.  
Youngstown Miller Co.

**CONOVER-MAST** *Scoop!* **INDUSTRIAL PUBLISHING**

which cannot use spot radio? Yes. Those which cannot use the regularly recognized advertising media. Also some which by their nature would offend sensibilities on the air, but are entirely acceptable in the printed word. Ordinarily, any product acceptable to a station or network is also acceptable for spot broadcasting.

18. Is it possible to use a combination of spot radio and network. Not only possible, but, under certain circumstances, very desirable. This is especially so, when the advertiser

wishes to cultivate certain markets more intensively than others.

Many of the country's largest advertisers have for years used both network and spot radio advertising, both liberally. Among these are Procter & Gamble Co., General Mills, Inc., General Foods Corp., The Best Foods, Inc., and Lever Bros. Co.

In peacetime, advertisers in the automotive field regularly followed this practice. An automobile manufacturer would often use a network program for institutional advertising, and supplement this by spot radio for

the announcement of new models, for used-car sales on the part of dealers. Among such advertisers were General Motors Corp., Ford Motor Co., Packard Motor Car Co., and Studebaker Corp. Studebaker uses spot even now.

19. Will an advertiser lose prestige through use of spot radio as against a network program? Not at all. A properly selected spot program should be extremely well liked by its audience, and that feeling is reflected toward the advertiser and his product.

Leaders in many fields regularly use spot radio in one form or another without the slightest loss of prestige. The list of well known companies doing so would run into the hundreds, but here are a few: Aeolian Co., Longines-Wittenauer Watch Co., Inc., Steinway & Sons, Vick Chemical Co., Richard Hudnut, Radio Corporation of America, Canada Dry Ginger Ale, Inc., Griffin Mfg. Co., Inc. (shoe polish), Standard Oil Company of N. J. (Esso), Joseph Martinson & Co. (coffee), Italian-Swiss Colony Co. (wines and vermouth).

20. Will radio stations help promote the product advertised through spot radio programs? Many stations have facilities set up for this purpose. Others will extend help in some directions. Here again, an advertiser can depend on a station's interest in his success and his agency's ability to see that no available avenue is overlooked. An example of good merchandising cooperation is that provided by WKRC, Cincinnati, which helps with car cards, newspaper tie-ups, and announcements on the station, at various times, calling attention to programs.

21. Are there any other helps spot radio offers, which are denied through a network program? Yes. In some cases local audiences can be invited to the program. In almost every case the local radio personality employed can be depended on to contact key stores, distributors and buyers. Many local personalities also make personal appearances at local affairs which give the sponsor an additional value.

22. Is it necessary to buy programs on only the high-powered stations? Not at all. There are some fine sleepers on many of the smaller stations. Surveys in many cities show the so-called smaller stations to have greater audiences at certain program periods during the day and/or evening than do their more high-powered competitors.



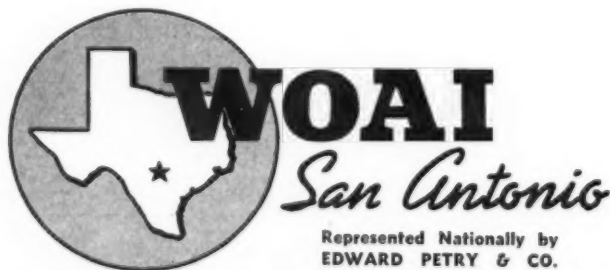
## It's Leap Year in Texas, Too!

WOAI woos its feminine listeners ardently. For example, 129 broadcasts per week of the current schedule are tailored for woman audiences.

Small wonder, then, that women of Central and South Texas—with their vastly increased spendable income—respond so eagerly to WOAI in this leap year of 1944! They are intensely loyal to the station that shows them such devoted attention.

Which helps explain why WOAI continues to sell more merchandise to more people in Central and South Texas than any other station—at a lower cost per sale!

50,000 WATTS • CLEAR CHANNEL • AFFILIATE NBC • MEMBER TQN



THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST



"... but imagine how *national buying power* is piling up, Mortimer"

Whether it's the lowdown on air power, the coming national elections, or settling the Soviet-Polish frontier, most Clevelanders seem to have a better than average understanding of the important questions facing this old world of ours. And many of the discussions you hear everywhere in Cleveland, from drawing room to street car, have grown from forum programs planned and broadcast by WGAR.

Putting weighty subjects into words which will interest *all* listeners is the basic idea behind these programs. For instance, the *City Club Forum*,

bringing nationally-known voices of authority, paired in down-to-earth debate. Or *Your Opinion, Please*, with experts talking of rationing, housing, invasion, soldier bonus or whatnot in language all can understand.

Americans, whose heritage it is to think and speak freely, are more interested than ever in national and world affairs. It seems to us that one of the jobs of a radio station, then, is to serve up food for thought . . . to *stimulate the thinking of people who want to think*.

What's to happen  
At TWELVE TWENTY?  
Watch and listen  
Big news APLENTY!

**.. this is WGAR**  
**your friendly station in Cleveland**

G. A. Richards, Pres... John F. Patt, V.P. & Gen. Mgr.  
Basic Station, Columbia Broadcasting System  
Edward Petry & Company, Inc., National Repr.





As a sales-manager, does it ever strike you that war, besides being many other undesirable things, is a hog? There is scarcely a commodity you can name that hasn't "gone to war," and thereby made your peaceful activities more complicated. I can think of but one thing war hasn't grabbed up: Chickens.

Joe Creamer, director of research and promotion for Station WOR, found time to noodle-up some copy for his local tailor: "If your problem is pressing, we'll solve it. We'll even dye for you." And a slogan for a friendly competitor's key outlet: "Where the 'Blue' begins."

And here's one for you, Joe: "Post-WOR Planning."

While we're over in the general neighborhood of Newark, N. J., here's an amusing classified ad clipped by Tom Kenney from that town's *Evening News*:

#### MY PLEA

Newspaper man, 40, wants warm room and good board; Essex County; timid, Irish personality; gentle to animals; will even mind the baby occasionally during the manpower situation; never could understand what to do with ration-books; sick of eating in super de luxe lunchwagons; likes to ding on the piano five minutes a day; clean (when laundry permits); prompt pay; permanent; excellent references; please tell ALL in first letter. Address T. J. K., Box 223, News office.

In fact, the little ad just quoted even brought proposals, Tom tells me. It reminds me of the one I told you about which I wrote for a client needing a secretary, and headlined: "I want a woman." That one developed 110 replies in a very tight market, and the client said he was being propositioned on every side.

Variant on a bearded cliché: "Start the new year tight."

At a sales-meeting held by Refiners Lubricating Co. in New York, Bob Mitchell told us we're in for some real competition, once the seller's market passes. "Purchasing agents are going to back the salesman's (fanny) right up to a pencil-sharpener after the war, and tell him to figure that again."

[ 58 ]

At that same meeting, three of us dropped down to the bar for a quick one at the Downtown Athletic Club. We asked for an old-fashioned and two Martinis. The waiter relayed the order to the bartender: "An old-fashioned and two depth-charges." We Martini people know just what he meant, too.

A printed notice from a club reminds me that I somehow escaped some committee-work after all. It mentions the "Committee on Balkline and Three-Cushion Billiards."

Stratosphere over Berlin: Withering Heights.

F. D. R. wishes to get rid of the New Deal. That, said Rupert Hughes, the novelist, makes it unanimous.

In 32 years in the advertising business, I have striven never to lose my detached point-of-view. I often think of the pleasant bickerings in the birth-process . . . the advertising manager getting down on the floor to pore over a layout and say that this element should be moved "a quarter-inch to the right." Or to make some other world-shaking decision. Why don't we realize that the public doesn't know or care about such trivia?

Recently, I wrote a piece of copy that had to do with a sump-pump, the very name of which has a comedy aspect, at least to my juvenile mind. There was a great temptation to head the thing: "Sump Pump, Eh, Kid?"

Betty Grable had the highest B. O. of 1943. Box-office, of course.

Finest anthology of contemporary verse I have ever read was grouped under the title: "Bonfire in the Brain." It was written by William Berry, Secretary of Keystone Automobile Club, and privately printed in 1936.

Some day, I may put some of my own jingles in the doggerel-house and label them: "From Bad to Verse."

If and when I do, they will include:

#### THE FLANGE

I sing the flange on Pullman wheel  
That holds the sleeper to its course,  
As tons of hurtling iron and steel  
Tear through the night with demon force.  
It isn't much—about an inch—  
That little flange the founders cast;  
But this I know, it will not flinch  
When flung against the curves and fast.  
What good were rails? What purpose  
trains?

Or signals, crew—if we should lack  
The little flange somebody's brains  
Thought up to keep us on the track?

Standard Bitulithic's Troy Carmichael sends me a pen-printed postal reading: "Dear Harry: Sorry I can't have this typed, but my secretary was out last night with the Chief Petting Officer of the Navy."

Stopper in *Fortune* by Northwestern Mutual Life Insurance Co.: "She married well but widowed poorly."

After reading stories of individual heroism in this man's war, I'm glad Texas decided to throw in with the United States.

I sent a question to the Quiz Kids on the *precise* meaning of A. W. O. L., usually given as "Absence Without Leave" but actually meaning "Absence Without *Official* Leave." The Quiz Kids ignored it, but I was bowled over to hear Bob Hawk use it on his "Thanks to the Yanks" program.

"Quit Your Skiddin'!" gags National Safety Council's *The Safe Driver*. While the zany mood is on, it defines a pink elephant as "a beast of bourbon."

Joe Creamer is back again in the afternoon mail with a definition of a cannibal, which appeals to my peculiar sense of humor: "One who likes his fellow men . . . with gravy."

The column wishes to add its voice to the protest against banishing *Esquire* from the use of second-class mailing-privileges: It seems a little childish to be prudish in this day and age. Is there any boy or girl over 10 who doesn't know the facts of life?

"Quit worrying about vitamins and minerals," says Ovaltine. Count me out. I've done very well on plain food for lo, these many years, while attending the funerals of many hypochondriacs.

Alliteration's Artful Aid: "Rubber like glass puts gloss on glue."—B. F. Goodrich.

War Bonds are that money you have in your wallet . . . *plus interest!*

T. HARRY THOMPSON

SALES MANAGEMENT

# Marketing

## PICTOGRAPHS

Planned by  
Philip Salisbury,  
Executive Editor,  
and designed by  
The Chartmakers, Inc.

### Conversion problems of 350 Large Manufacturers

A personal interview survey made late in 1943 among 350 of the most important American manufacturers reveals that industry can be divided into three major groups so far as reconversion problems are concerned:



**48%** of the companies are producing largely new products for war rather than their normal peacetime goods. This group will have great reconversion and post-war marketing problems.



**35%** of the companies are producing largely peacetime goods which are now going to war. They will have little reconversion problems but plenty of problems in market reconversion.



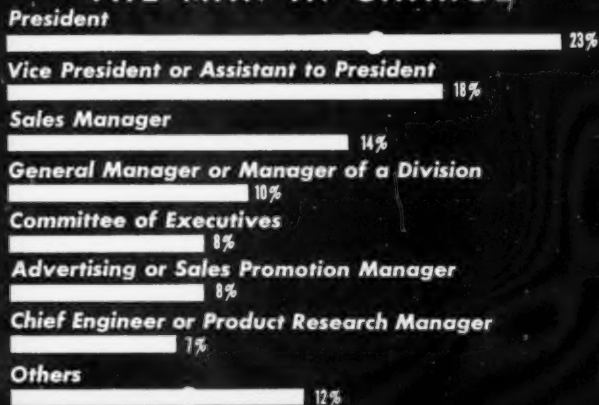
**17%** of the companies are producing largely peacetime goods and less than one-half of these products are for war. This group will have only minor reconversion problems.

PICTOGRAPH BY  
*Salisbury Management*  
2-15-44

### Who's in charge of post-war planning?

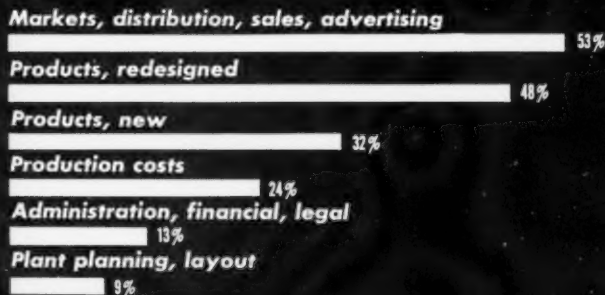
Only 60% of all companies had organized post-war planning activities. Taking those with actively functioning committees, here are the men most likely to sit at the head of the table:

#### THE MAN IN CHARGE



### Problems most frequently studied

Post-war committees seem realistic about the biggest post-war problem—the marketing of the expanded factory capacity. Problems most often mentioned as being studied are:



Source: "Business Looks to the Future" Research Department, Curtis Publishing Company

**ONLY EDITORIAL QUALITY**  
 CAN BUILD SUCH IMPRESSIVE  
**CIRCULATION GAINS!**



## MODERN MAGAZINES

Modern Screen • Screen Romances • Modern Romances  
 DELL PUBLISHING CO., INC., NEW YORK . . . World's largest publishers of mass magazines and books

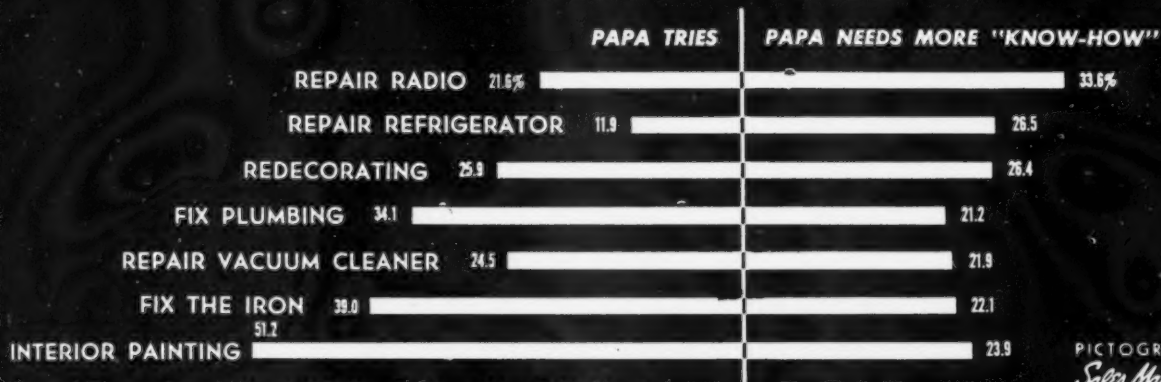
# Papa is all thumbs

What do American housewives think of their husbands as handy-men? . . . According to a current survey they rate them E for effort, but considerably less than A—for ability.

They were asked to check equipment on which the husbands make (or try to make) repairs—and to check those items on which more information would be appreciated—dope on how to really fix it, so it will last.



*Here's the check list on representative items:*



Source: A Consumer Survey on Household Problems, The Home Makers Guild of America

PICTOGRAPH BY  
*Sales Management*  
2-15-44

## Will people buy OLD models, post-war?

A survey among 6,400 urban residents asked this question, "If models are the same (of a list of consumer durable goods) will you be interested in buying them as soon as they are available?"



*Will BUY old models*

54.5%

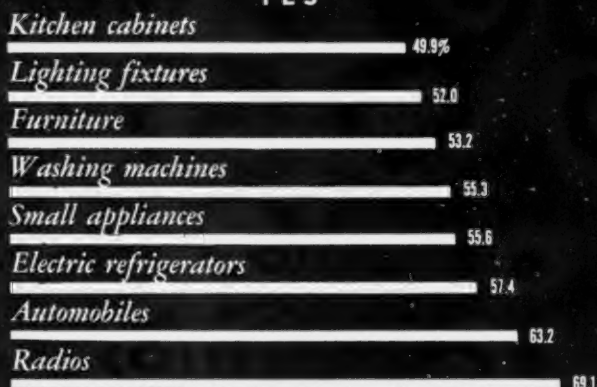
*Will WAIT for new models*

45.5%

## Will they EXPECT drastic changes?

Asked, "Concerning the following products: do you expect the first models after the war to be drastically improved?" they answered:

"YES"



So—the conclusion is obvious. If you aren't going to be able to start out post-war with new models, you'd better adjust your advertising now so that your prospects won't be expecting something you can't deliver.

PICTOGRAPH BY  
*Sales Management*  
2-15-44

Source: Survey by Scripps-Howard Newspapers in 13 cities.

**"Ever get a relief check, Joe?"**



# Challenge for Your Advertising

Today, a good half of American business is tearing pell mell down a dead end street... War Production Street. We're beginning to see the end of that street... getting braced for the four wheel brakes... getting set to shift gears.

That shift must be: from *producing* to *selling*.

Since 1939 the war effort alone has *doubled* American production. Yet to shut down these new plants, to slam doors in the faces of returning soldiers, would dump a problem into the laps of Americans—too big to be solved. *Somehow* those plants *will* run. But for private industry to run them will take some third again as many sales as in our last peacetime year.

## *Can We Make that Many Sales?*

Under the "overtime conditions" of war production, almost half the nation, the Wage Earners, have tasted the luxury of free choice. These millions of families, who for the past half generation have bought the bulk of goods by sheer virtue of numbers, are today out-buying most other kinds of families on a *per capita* basis as well. Their pent up dollars form the lion's share of the nation's sixty billion backlog of war savings.

If your advertising, backed by bold planning, can *keep these families buying*—you can keep them earning. As you keep them earning, you keep "relief checks" a disaster of the past.

## *Strangers in the Temple*

Next to the war effort alone this is the biggest, toughest challenge your advertising ever faced. These families are comparative strangers—better known to industry's *production* department than to its *marketing* department. To win them as customers and partners in the time we have left—your advertising needs a

better than average chance... a friendly hearing. And Macfadden magazines are in a position to help.

Just a quarter century ago there *were* no Wage Earner magazines—there was no "Wage Earner Market" for that matter—the very term was first applied by the Macfadden Company to describe its new millions of magazine buyers.

## *The Common Touch*

Twenty-five years of talking their language, looking at their problems *their way*, reading and answering their hundreds of thousands of letters have given Macfadden magazines a hold on their minds and hearts approached by no other magazines, by no other business.

This explains why advertisements in Macfadden magazines are better read, on the average, than the advertisements in other magazines; and why the Macfadden Company sells more magazines, issue by issue on the nation's newsstands, than does any other publisher of adult magazines.

Industry *needs* these Wage Earner families—needs them at the polls and at the cash registers. With its quarter century of single-purpose publishing behind it, this company makes this pledge:

*To furnish to Industry a means of communication with Wage Earning America through magazines which enjoy reader confidence, loyalty and respect. To maintain our service to Industry as the most authoritative private source of knowledge and understanding of these people upon whom Industry—and, indeed, our entire economic system as we presently know it—must depend.*

**The Common Man, well informed,  
working with good will, is America's  
greatest safeguard.**

# MACFADDEN PUBLICATIONS, INC.

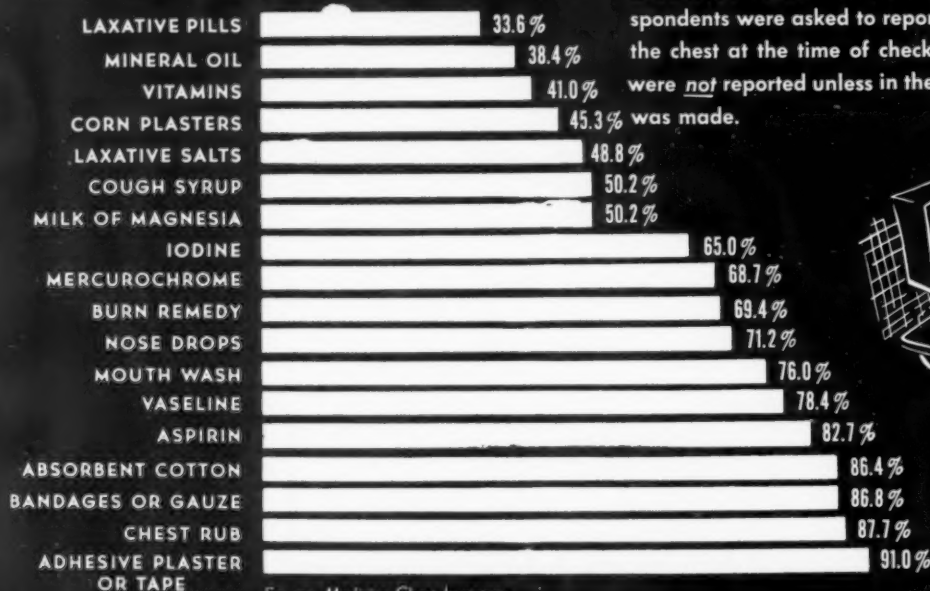
TRUE STORY • THE MACFADDEN WOMEN'S GROUP • THE MACFADDEN MEN'S GROUP

*Back the Attack*

*Buy An Extra War Bond*

# A picture of the Average Medicine Chest

Here are the items which were found in one-third or more of the cabinets:



Source: Medicine Chest Inventory, Fawcett Publications, Inc.

The medicine chests or bathroom cabinets in 1,211 middle-class homes were inventoried during September, 1943. Respondents were asked to report only those items actually in the chest at the time of checking. For example, dentifrices were not reported unless in the cabinet at the time the check was made.



PICTOGRAPH BY  
Sales Management  
2-15-44

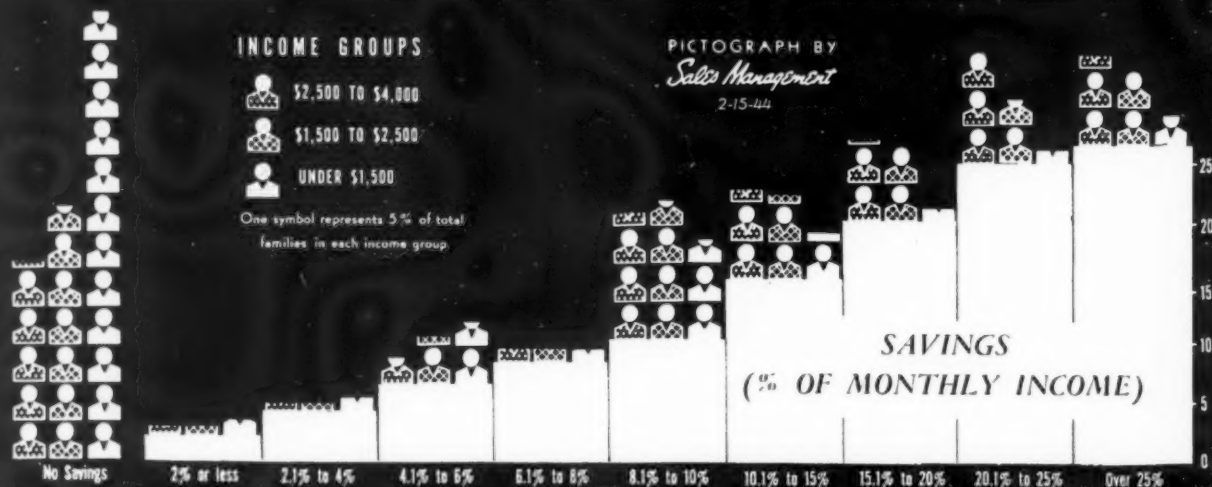


## Savings in Spendable Cash

Many people who are buying War Bonds, paying life insurance premiums or retiring a mortgage say they aren't able to save any money at this time. Actually, 84% of families are either accumulating savings bank balances or putting the money in some other form of savings or investment.

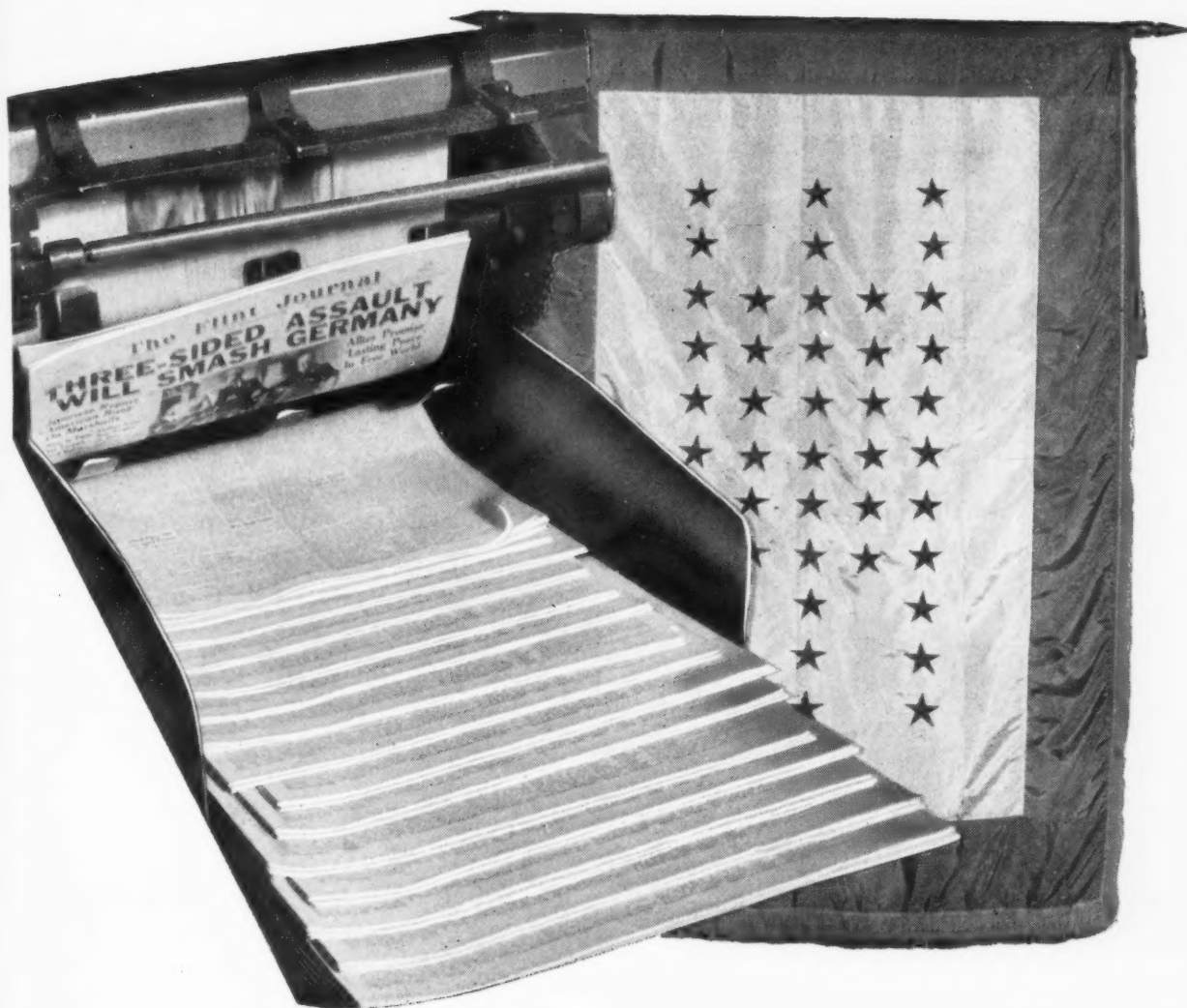
61% admit that they're accumulating spendable cash (this doesn't include War Bonds). Most of it is being saved by the middle class group.

In a comprehensive nation-wide survey representative families up to the \$4,000 level were interviewed.



Source: Third Progress Report of Chamber of Commerce of the United States

PICTOGRAPH BY  
Sales Management  
2-15-44



## But the Presses Keep Rolling!

The stars on the service flags of the eight Booth Michigan Newspapers, are a source of deep pride, and so is the spirit of those who, in the absence of their colleagues, are carrying on so worthily.

Booth Newspapers are proud to share with their approximately three hundred thousand reader-families, who have also given sons, fathers and daughters to the services, the responsibility of upholding and protecting American traditions of liberty and freedom.

Full recognition is also given to the further responsibility of providing a keen, alert, accurate source of wartime news. The

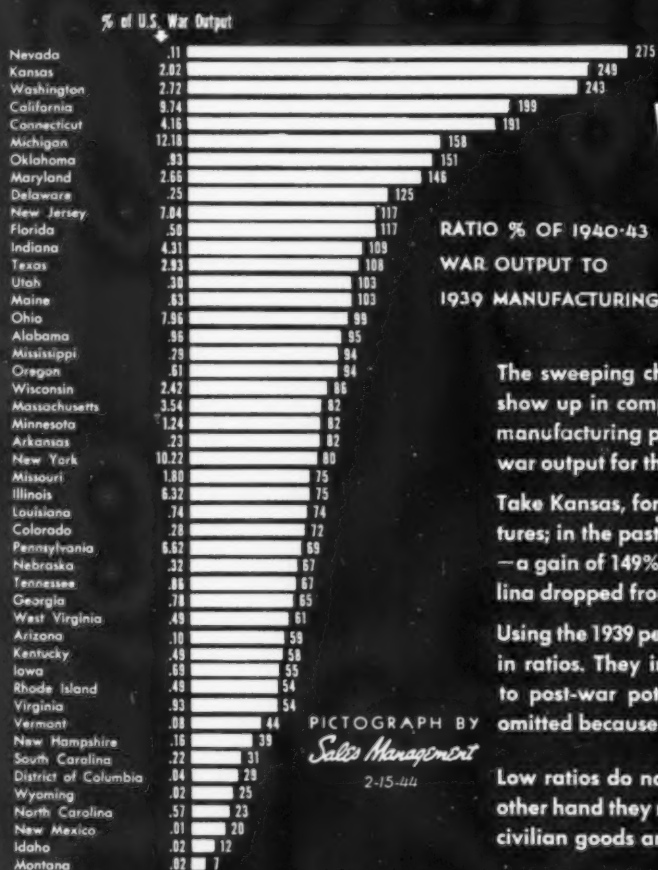
very word, *newspaper* suggests the importance of this function, and Booth Newspapers have always regarded it their first duty.

Each of the eight Booth Michigan Newspapers is a vital, essential factor in its community. No other advertising medium has such close, friendly, personal contact, and wartime difficulties serve only to make this contact more intimate and helpful.

● **For further facts,** call Dan A. Carroll, 110 E. 42nd Street, New York City 17, N. Y.; or John E. Lutz, 435 N. Michigan Avenue, Chicago 11, Ill.

## BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



## War output compared with pre-war industrial volume

RATIO % OF 1940-43  
WAR OUTPUT TO  
1939 MANUFACTURING

The sweeping changes which have been made in industry since 1940 show up in comparisons between the state percentages of U. S. total manufacturing production in 1939 and the similar state percentages of war output for the period June, 1940 to July, 1943.

Take Kansas, for example. In 1939 it produced 0.81% of our manufactures; in the past three years it has turned out 2.02% of our war output—a gain of 149%, a ratio of 249. To go to another extreme, North Carolina dropped from 2.50% to 0.57%.

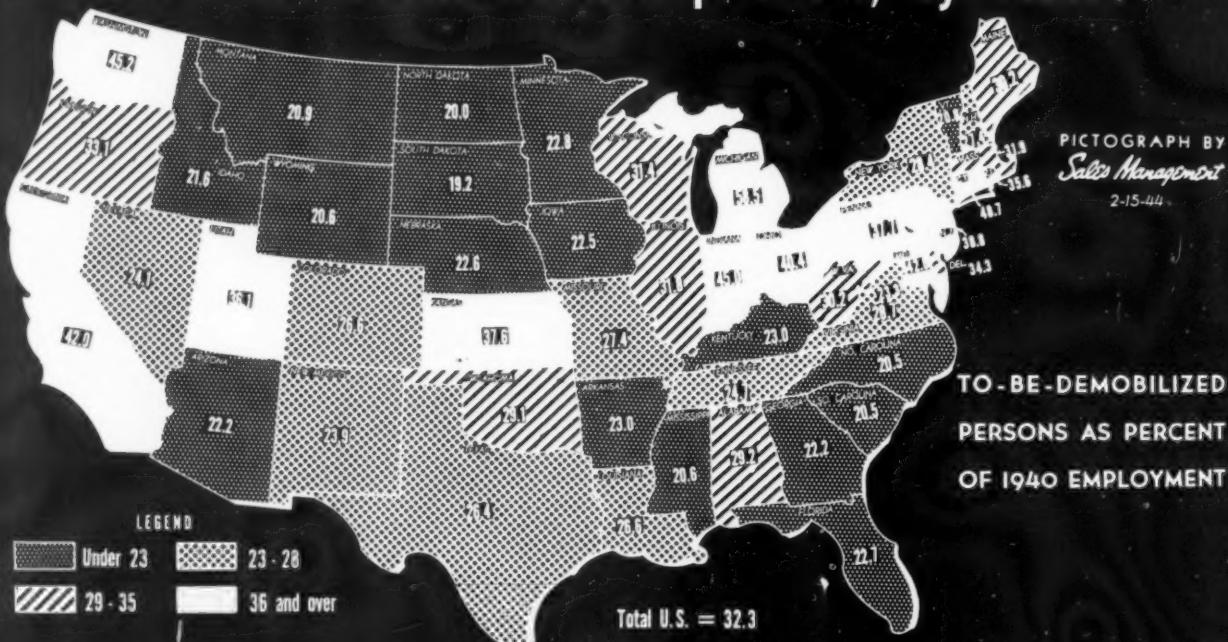
Using the 1939 percentage as 100, we find the following great variations in ratios. They indicate the changes which have occurred—and point to post-war potentials and problems. (North and South Dakota are omitted because war output is less than one hundredth of one percent.)

Low ratios do not indicate that these states have gone to pot. On the other hand they may point to continued high levels in the production of civilian goods and a minimum of reconversion problems.

PICTOGRAPH BY  
*Sales Management*  
2-15-44

Source: "Regional Shifts in Population, Production and Markets," Department of Commerce Economic Series No. 30

## What's the demobilization problem, by states?

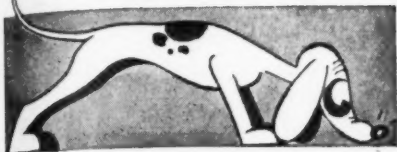


The men and women in the armed forces and in war industries must ultimately be returned to peacetime activities. The problem varies widely between the states. In South Dakota the percentage of to-be-demobilized persons to the 1940 employment is only 19.2, while in Michigan it soars to 58.5.



Source: U. S. Department of Labor

## T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

**How War Is Changing Pacific Area Markets.** The deep, basic shift in the Pacific area from an agricultural to an industrial economy is significantly illustrated in this booklet prepared for the Advancement of Business Committee of the Pacific Advertising Association to establish yardsticks to measure the expansion of western markets. Marketing trends are first analyzed in a section devoted to articles on what the war is doing to western incomes, farm markets, population, post-war opportunities, women's earning power, etc. The second section is a statistical handbook of wartime marketing information on population, income, employment, consumer spending, retail sales, savings, war contracts, and post-war demobilization. For copies address the Pacific Advertising Association, Monadnock Bldg., San Francisco, Calif.

**Looking Ahead.** The Hutzler Advertising Agency, Dayton, Ohio, gearing its thinking to the post-war period, has issued this institutional promotional booklet to encourage advertisers to start thinking now of ways to keep old customers and of methods to gain new ones. The booklet points out ten advantages of stepping ahead of competition now by using a fresh, consistent mail campaign. Write to H. H. Hutzler, The Hutzler Advertising Agency, Dayton, Ohio.

**Business Booms and Depressions Since 1775.** This large, color chart, conveniently folded in booklet form, is a unique treatment of the comparative trends in national income, the Federal debt, business activity—including stocks and bonds, and price inflation, from the time of the Revolutionary War up to and including the administration of Franklin Roosevelt. The chart contains a special interpretation of the general pattern of business activity immediately following each of the previous major wars. Address the Putnam Publishing Co., 737 North Michigan Ave., Chicago 11, Ill.

**The New York Region Plans for the Post-War Period.** New York "still holds its own as king of consumer markets," says Carl H. Henrikson, Jr., Regional Business Consultant of the United States Department of Commerce, in his fourth quarterly report for 1943. He also points out that because of its position as a "home-office" city, a convention center, headquarters for hundreds of trade associations and publications, New York has been a sounding board for post-war planning ideas. Mr. Henrikson sees a sunny future ahead. The construction industry expects huge potential demand in public works, industry and housing. Copies of this report can be obtained by writing to Carl H. Henrikson, Jr., Regional Business Consultant, U. S. Department of Commerce, New York 18, N. Y.



## George, the Office Boy, Writes this One . . .

This writin' stuff's a snap . . . what'a difference . . . all I gotta do in this job is deal with FACTS.

Troy is the swellest market in the country . . . it's super! And don't forget to "Remember the 4 for '44" . . . Watervliet, Green Island, Cohoes, and Waterford . . . they're all within the 3½-mile radius of the A.B.C. Troy City Zone. Yep! 123,000 consumers in this compact market doin' a great job of consumin'.

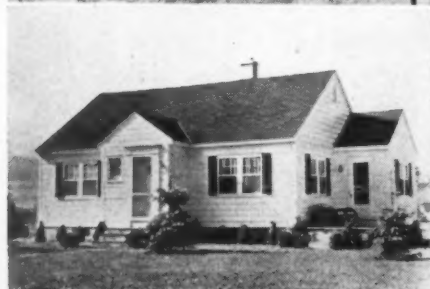
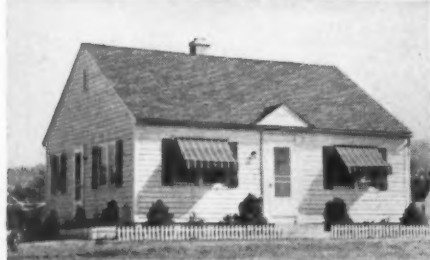
Coverage? Come and take a walk around my brother Joe's paper route sometime. He and 274 other fellows peddle The Record Newspapers and deliver to 9 out of 10 homes in Troy and to 4 out of 5 in the City Zone. That's coverage that's in the groove! . . . it's here for your use at the low cost of only 12c per line.

Yes, Miss Smith, I'll fill that inkwell right now!

THE RECORD  
THE TROY RECORD • THE TIMES RECORD  
NEWSPAPERS

J. A. VIGER, ADVERTISING MANAGER

# Some "If's" in Post-War Housing



Will the building industry really achieve a "line" of satisfactory low-cost homes? How will these dwellings be financed? What about prefabrication? Many are the questions to be answered before we can cash the huge potential demand that will exist after the war.

BY R. C. FYNE

**A**MONG the many uncertainties of the post-war period, there is one certainty: There will be a potential unprecedented demand for new homes.

Industry need not concern itself with the question: "Will anyone want a new home?" Estimates of the demand run from 620,000 to 2,000,000 per year for ten years following the war. Melvin Baker, president of the National Gypsum Company, Buffalo, according to news stories, predicts that home building will be at the rate of approximately 1,000,000 units per year for 10 years after the first full peace year and cites surveys which show that 50% of existing homes are classed as obsolete.

Industry need not concern itself too

much with the question: "What priced homes will be wanted?" There are two large income groupings which will constitute the bulk market. The first post-war market for new homes is composed of those who earn less than \$2,000 per year. This market, based on 1942 income levels, may be drawn from about 16,680,000 families. The second is composed of those who earn from \$2,000 to \$5,000, and who would normally be able to afford a home costing from \$4,000 to \$10,000. There were about 13,527,000 families in this bracket in 1942. Private business has been unable to provide many such homes during the period of the war. As a result, there is now a large pent-up reserve demand, particularly in the \$6,000 to \$10,000 home. War housing built to serve war workers and military personnel has been restricted to a \$6,000 top limit.

There, of course, also will be a market among higher income levels, but the volume will be much smaller than that of the other two groupings. The 1942 OPA estimate placed 3,153,000 families in this bracket.

Naturally, at the moment an armistice is declared, all the families in these various income brackets are not

Storm center of the housing future is prefabrication. The term itself has no standard definition; as used today, it is all-embracing. These homes, however, are typical of a group of "prefabricated" dwellings planned for post-war consumers. The first (top to bottom) was manufactured by the Gunnison Housing Corp., New Albany, Ind., the second and fourth by Ivon R. Ford Co., Macdonough, N. Y., the third by Wellston Housing Co., near Macon, Ga., and the fifth by General Fabricators, Attica, Ind. All are low-cost housing projects. (SM thanks *Parents' Magazine* and *Prefabricated Homes* for their help in securing these photographs.)

SALES MANAGEMENT

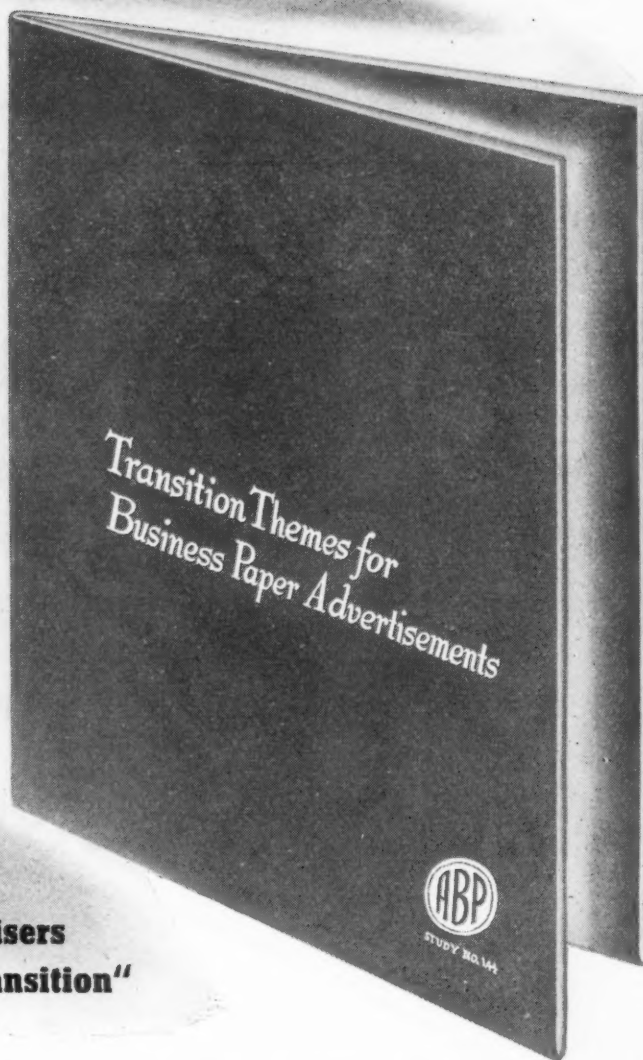
**THIS  
Valuable Portfolio**

**is**

**FREE**

**Send for your copy NOW!**

**Shows How Alert Advertisers  
Are Already "Talking Transition"**



You've been *thinking* about your company's post-war plans. But have you had the time, the hours, the days, necessary to dig into dozens of business publications to see how other advertisers are *talking* and *writing* about their transition problems? Of course you haven't. That's why you'll welcome a copy of "Transition Themes for Business Paper Advertisements."

Every specimen advertisement in this portfolio has been hand-picked and carefully annotated by A.B.P.'s staff, and each has a different slant. The study is loose-leaf, and provides a convincing, helpful presentation for management, or client, or for workshop information.

Any representative of an A.B.P. member publication will be glad to give you a copy of "Transition Themes"; or just fill in the coupon and mail to The Associated Business Papers, Department (69), 205 East 42 Street, New York 17, New York. If you prefer, write us on your company letterhead for your FREE copy. *There is no obligation.*



**THE ASSOCIATED BUSINESS PAPERS**

A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.



**THE ASSOCIATED BUSINESS PAPERS**

Dept. (69), 205 East 42nd Street

New York 17, N. Y.

Please send me, without obligation, my FREE copy of "Transition Themes for Business Paper Advertisements."

Name.....

Position..... Company.....

Street..... City & State.....

FEBRUARY 15, 1944

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going to rush out to buy a new house, but the estimates which run between 620,000 and 2,000,000 homes annually are based upon plausible criteria. Whether the lower or the higher guess is right, there will be an opportunity to build a lot of homes, to make many families comfortable, and to give work to men who will need work.

If industry is to grasp this opportunity, and to utilize it to the best advantage, it will have to find the answers to several questions:

First: "How will we produce homes for the largest market—homes cost-

ing less than \$4,000 per unit?"

### Construction Costs

There are many financial and construction bugs which must be eliminated before an adequate answer to this \$64-question can be given. There are circulating rumors, confirmed by some members of the materials and construction industry, that homes can be produced for \$1,000 per unit, for \$1,800 per unit, for \$2,500—not temporary dwellings but permanent ones. Others in the industry deny it em-

phatically, and point out that a shell of a house—no matter how strong it is—is a long way from a total house. What about the cost of the land, the foundation, the utilities, the taxes? Plumbing and heating fixtures add heavily to the cost of a house. Can you estimate all these costs into the home for \$1,000 or the home for \$2,500?

### Financing

How about financing the low-cost home? There are those in the financial field—and in the building and equipment fields as well—who advocate low interest rates and a bulk market instead of medium or high interest rates and a limited market.

There are some private builders who go so far as to ask 2% money from the Federal Government, claiming that they can even reach the market for which public housing now provides, if they can obtain 2% money.

There is, of course, considerable resistance to these lower interest rates. Financial bodies, such as banks, savings and loan leagues, shudder at the idea. They stoutly refute the claims that a low interest rate would increase the total interest receipts.

### Prefabrication

Storm center of the low-cost housing future is prefabrication. There is almost a war going on within the building industry—traditionalist builders vs. prefabricators. It's as controversial a subject as inflation, and there's just as much confusion.

In the first place, to date, there is no standard definition for prefabrication. Today it is an all-embracing term. It is applied to the building of a house which is made completely in a factory, delivered in large sections by rail, truck or water, and assembled at the site. It is applied to houses which are built by assembly-line systems at the site. It is also applied when some parts of a house—such as a door already fitted into a frame, or a complete bathroom, or a kitchen—are shipped from the factory ready-made and put into the house which is being built in custom-made fashion according to the blueprints of the individual builder.

Which of these methods will save the most cost? Does each make a contribution to lowering costs when used under particular circumstances? What are these circumstances? These are just a few of the problems which must be clarified before any real estimate of the importance of prefabrication in the post-war scene can be made.

Certainly, all indications are that the prefabricators expect to do an in-

## Reader's Service Can Furnish These Reprints:

**So You Need a New Payment Plan for Your Post-War Sales Force?** By *Burton Bigelow, Burton Bigelow Organization, New York.* (5 cents each)

**Nineteen Questions About Aptitude Testing.** (3 cents each.)

**Key Man, Post-War.** By *A. A. Patton, McKinsey & Co., New York.* (3 cents each.)

**Wanted: a Realistic Post-War Program for Firms Selling to Industry.** By *W. B. Spooner, Jr., Spooner & Kriegel, New York.* (3 cents each.)

**The Bureau of Foreign and Domestic Commerce—How It Can Help You.** By *A. R. Hahn, Managing Editor.* (Reprint of a series of seven articles, concluded in the November 20, 1943, issue, complete with organization charts). (10 cents each)

**A Selected Reading List for Sales Executives and Their Salesmen.** (10 cents each.)

Reprints of all Sales Management's articles on various phases of post-war planning are available. (Single copies, no charge. Multiple copies, 3 cents each.) For list of the most recent articles in this series see Sales Management for November 1, 1943, page 22.

Send orders and remittances to Reader's Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y. Because of manpower shortages we cannot fill orders which come without attached remittance. You do understand, don't you?

## Sales Management

386 Fourth Ave., New York 16, N. Y.

# MacLane pulls the strings

The Hardware Merchant is a No. 1 Market for *you* if you make — or plan to make — products for use in the home, farm or factory.

*You'll need consumer confidence* — lots of it, to make up for the blank since Pearl Harbor. MacLane has customer good will, *plus!* and his endorsement is a weighty factor in their choice of merchandise.

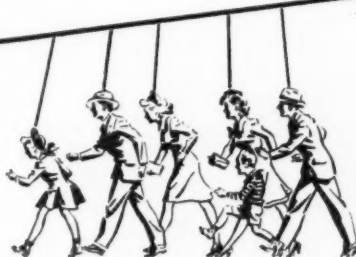
*You'll need national distribution.* The MacLanes offer a network of 29,000 retail outlets — in cities, towns and villages across the country — and each store is regularly served by one or more of the 481 hardware wholesalers. If you sell the top 9,000 alone — the super-stores and leading community dealers — you'll have enlisted the hardware merchants who do 72% of the total retail hardware business — about a half-billion dollars a year.

*And you'll need a quick and effective way to reach and influence this great market NOW, while it's mulling over postwar plans.*



MacLane has a way with people that has made his hardware store a favorite meeting place for *goods* and *good buyers* in thousands of towns and cities across the United States.

Maybe it's because Mac carries so many things connected with the *home*. He furnishes the tools and supplies to build and repair it; the stoves, heaters, refrigerators, washing machines and other major appliances to run it; the radios, toys, sporting goods to amuse it... in addition to thousands of items used on farms and in factories... in all, 60,000 items, if you care to count them!



## You're sure of a big audience in **HARDWARE AGE**

The Hardware Merchant *subscribes* to **HARDWARE AGE**: over 22,000 individuals in 6,814 cities and towns *pay in advance* to receive it. Included in this large readership are over 14,000 Retailers and their Salesmen; nearly 4,000 Wholesalers and their Salesmen; over 1,500 Sales Representatives and Manufacturers' Salesmen; over 800 Export Houses and others... a *selling force* interested in the problems of product distribution

—ready to work with *you* in the sale of goods that can properly be sold through hardware stores.

Manufacturers of such goods already recognize the power of **HARDWARE AGE**, for 95% of the advertisers in national hardware publications use **HARDWARE AGE**; 61% use it *exclusively*.

☆ ☆ ☆

A File of Facts — "The Hardware Market and How to Sell It" is yours for the asking.

# **HARDWARE AGE**

A Chilton ❶ Publication 100 East 42d Street, New York 17, N. Y.



Charter Member



FEBRUARY 15, 1944

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creasingly large part of all construction when peace is here.

The new magazine, *Prefabricated Homes*, has about 200 or more manufacturers on its lists, and nobody would try to hazard a guess as to the number likely to enter the field after the war, except to say that there will be a tremendous increase if and when supplies become available.

As to the volume of prefabrication, here are varying estimates by just a few of the leading authorities in the building field:

Arthur Hood, director of dealer re-

lations, Johns-Manville Corp., estimates that 900,000 homes will be built annually in the immediate post-war period, and that not more than 100,000 of these homes will be prefabricated.

L. M. Cassidy, vice-president and general manager, Buildings Materials Department of Johns-Manville, states that "from results to date, it is seriously questioned whether prefabricated houses—that is, houses built completely in factories—will form a big part of our future housing. Partial prefabrication, however, at the

job site, where homes in great numbers are to be built at one location, probably will be rather common in the building industry."

*Parents' Magazine* survey among builders, contractors and architects contains some opinions as to the importance of prefabrication in the post-war home picture. The majority opinion held by 68.8% was that prefabrication, as a result of the large number of pre-fabricated houses presently being built by the Government, would not be generally accepted by prospective home-owners; 25.6% thought it would be generally accepted, with the remainder in doubt, and 52.7% thought that prefabrication would succeed only in mass housing efforts. That prefabricated houses would have the greatest sales appeal in the \$6,000-and-under market was the opinion of 52.8%.

### Styles and Specifications

Study of the detailed reports of existing prefabricators' activities indicates that the average cost of houses now being produced (with the exception of some of the mass housing projects) is about \$3,000 and the industry expects that mass production will make it possible to lower this figure considerably after the war. (Some companies make an extra charge for the demountability features.)

Teel Williams, who made a survey of the possibilities of prefabricated housing for former Defense Housing Co-ordinator Charles F. Palmer, thinks that with mass production, a four-room prefabricated house, which now costs \$3,750 under the war program, can be sold for from \$1,500 to \$2,500. Incidentally, Mr. Williams also sees immense possibilities in department stores as outlets.

Currently, factory prefabrication is most common. Pre-assembled plumbing lines and built-in electric wiring seem to be general features. One of the central features, forecast for the post-war prefabricated house, is a mechanical unit or power unit which will include the electric inlets and outlets and the water supply and sewerage connections, the heating and air conditioning, and which will serve directly the kitchen and the bathrooms. Several standard designs at various price levels will be available for incorporation into many individual house designs. They probably will effect a large economy in plumbing and wiring and will permit every modern convenience in even the modest homes.

One large firm estimates that a \$2,000 complete power unit will be available even for a house whose total cost is \$4,000.

# 1 Just One Daily Paper in South Bend

—Mishawaka and  
★ St. Joseph County



South Bend and Mishawaka are rated by the Audit Bureau of Circulations as a single city zone. The South Bend Tribune has a circulation in these two cities of 43,521—or 121 percent coverage of the homes in both. This is complete coverage, plus.

The Tribune, the only daily paper in St. Joseph County, also dominates the entire surrounding area. The total circulation is more than 80,000.

This is the largest circulation of any paper between Indianapolis and Grand Rapids—the largest in Northern Indiana and Southern Michigan.

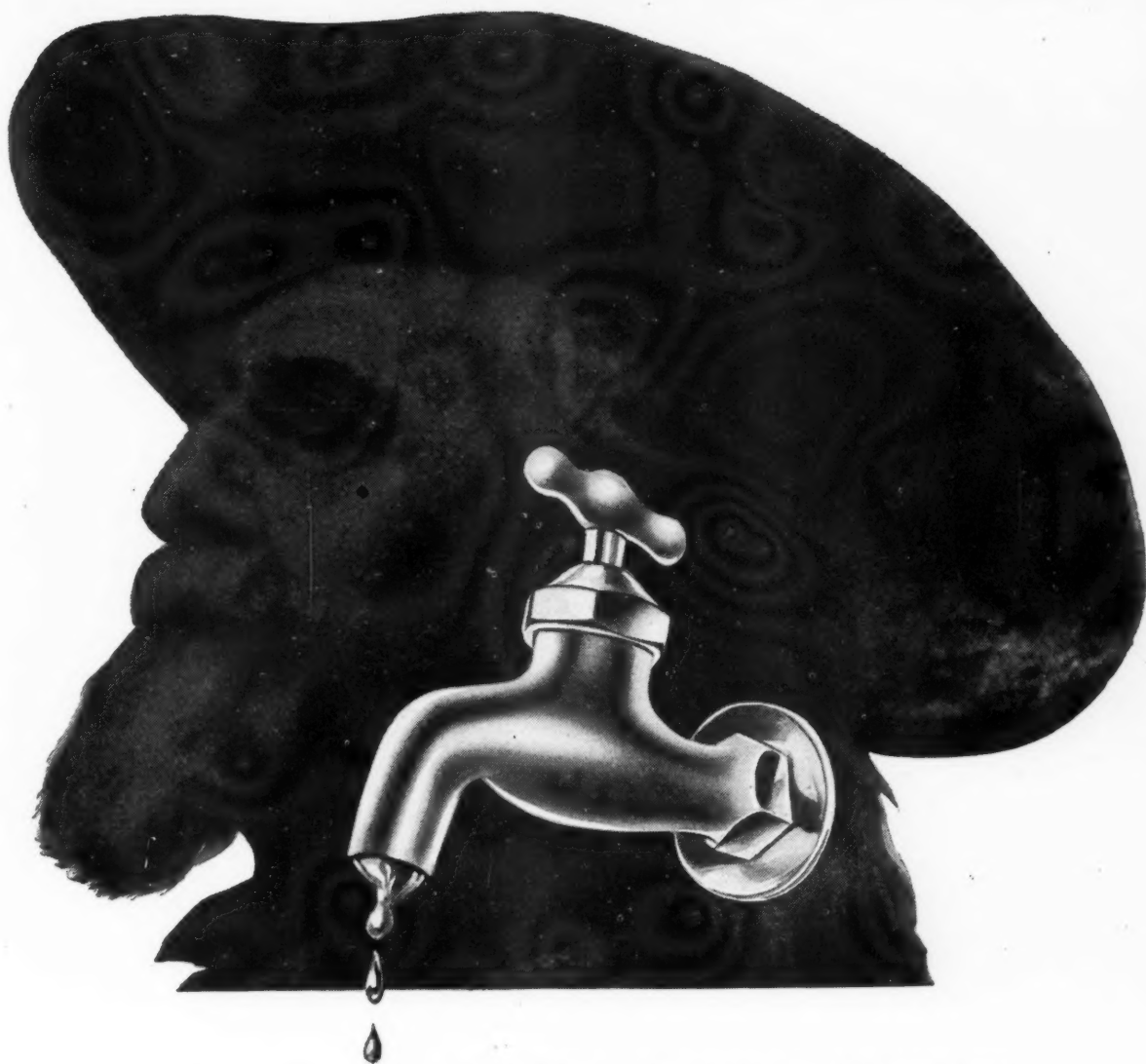
St. Joseph County has more than made its quota in War Bonds every month since Pearl Harbor. More money is going out all the time to industrial workers—and much of this is being invested for future use.

This is the outstanding reason why buyers of space are becoming more interested in this inviting market. It offers great possibilities for the post-war period.



## The South Bend Tribune

STORY, BROOKS & FINLEY, INC. National Representatives



## A Faucet . . . and the Denver Market

A faucet? The Denver Market? . . . What have they got to do with each other? Simply this . . .

The American people know that a faucet is essential . . . or back we might go to the backyard pump.

And American businessmen know that advertising in the *right market is essential*—particularly today . . . or back they might go to celluloid collars and moustache cups.

Denver is one of these *right markets* . . . and KOA, Denver, is the *essential* station . . . in that market. There, retail sales are 22% above the national average; 94% of the people own radios; and cash income is at the highest level in years. Because there is no other

50,000 watt-station within 350 miles of Denver in any direction, KOA's influence extends far beyond the city.

**KOA...DENVER**  
One of Eleven Essential Stations  
in Eleven Essential Markets  
*Represented by NBC Spot Sales*

KOA is one of eleven essential stations in eleven essential markets. Here's why all eleven are *essential* to you:

1. They broadcast to 55% of the radio homes in the U. S.

2. They are in markets whose buying power is 34.2% higher than the country's average.

Essential? Yes, indeed. These eleven stations are as essential to American business for its sales—both now and in the post-war period—as a faucet is to the thirst of America.

### KOA—DENVER

WEAF—New York  
KYW—Philadelphia  
WRC—Washington  
WMAQ—Chicago  
KPO—San Francisco

WGY—Schenectady  
WBZ-A—Boston-Springfield  
WTAM—Cleveland  
WOWO-WGL—Fort Wayne  
KDKA—Pittsburgh



## NBC SPOT SALES

A SERVICE OF RADIO CORPORATION OF AMERICA

FEBRUARY 15, 1944

[75]

**FOR  
RADIO  
SET  
SALES.**

**LOOK INTO**



**Crystal-Clear** radio reception is a post-War "must". Millions already know that crystal-control means constant, "on-the-beam" radio transmission and the radio receiver to buy after the War is a brand featuring crystal oscillators, crystal station-selectors, and the pure, static-free, stray-free tone of a set whose threshold is guarded by control crystals.

Your price-bracket will not be affected. PAN-EL Control Crystals are mass-produced and the price is in line. If your engineering staff would welcome the collaboration of crystal specialists, without obligation, write



**PAN-ELECTRONIC LABORATORIES INC.**

500 Spring St., N.W., Atlanta, Ga.

QUANTITY PRODUCERS OF STANDARD AND SPECIAL

**Control Crystals**

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## Obstacles to Prefabrication

There are three main obstacles which prefabricators need to overcome. First, prefabrication must be properly defined and explained. Second, the doubts of speculative builders, suppliers and contractors must be eased. Third, public resistance must be understood and overcome. War construction for emergency housing has given rise to the impression that prefabrication is a temporary expedient, but many people have the feeling that such houses are not so durable and permanent as conventionally erected dwellings.

Uniformity of appearance and drab exteriors are also objections held by many; some prefabricators are trying through variations of interior and exterior treatment to demonstrate that there is scope for individuality in houses built about the same basic plan.

## The \$4,000-\$10,000 Home

So much for group one—the house costing less than \$4,000. What about the next largest market? How will the \$4,000-to-\$10,000 home of tomorrow differ from that of pre-war days?

There is, in this instance, a real danger of inflated promises which cannot possibly be kept.

A recent newspaper article described this type of home in the following manner:

"Within the conventional and beautiful exterior of the post-war house, there will be self-operating electric kitchens, automatic air conditioning, built-in furniture and refrigeration, deep-freeze lockers, radio-controlled heating, self-sealing closets and vitamin ray sun lamps."

It sounds like a big package for a home costing \$6,000 and \$10,000. It's like promising cake and barely being able to give bread.

One thing is certain—there will have to be more definite financial reckoning on promised improvements so that part of the market will not be frightened by uncertain costs and another part delayed by promises of elusive wonders, the costs of which detain them in the laboratory.

Opinion among architects, builders and investors runs conservatively to the view that change in housing will develop slowly and not suddenly.

New materials and new methods will have to prove themselves in respect to cost, wear and public acceptance. The public is cautious in its welcome of new design.

## Housing Surveys

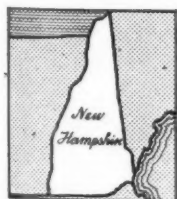
Take a quick glance at some of the most recent surveys made among lead-

SALES MANAGEMENT

NE  
FEB



## *Why Snub Croesus?*



- 1. People living in the Granite State are in a position to buy what you can sell.**
- 2. The Manchester Union Leader reaches one out of every three New Hampshire families.**
- 3. This is your market... nearly half a million strong.**
- 4. When you think of New England, think of the**

# *Manchester Union Leader*

**NATIONALLY REPRESENTED BY GEORGE A. McDEVITT COMPANY**

NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • CLEVELAND

FEBRUARY 15, 1944

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*"The only thing that makes this riding club worth while is getting home to the Buffalo Evening News, with its complete coverage of all sports\* by the nation's best sports writers."*

\*We don't know what particular kind of facts impress you. Whether it's the fact that 250,000 families in the big Western New York market look to the Buffalo Evening News every weekday for complete local and national news coverage. Or that the News is first in retail advertising among all New York State daily papers. Or that up until the war came, the News led all papers in the country in automotive advertising. But they all add up to the fact that the News is the big paper in a big market.

ing figures in the building, equipment and supply fields, among outstanding architects and industrialists.

Look for example, at the *Parents' Magazine* survey made in 1942 among architects, builders and contractors on what tomorrow's home will look like.

Starting from the bottom:

47.2% believed that in the future more houses will be built with basements, 45.6% without basements, and 7.2% didn't answer the question.

68.8% believe that the average house will have more rooms than the house built before the present war; 16.8% the same answer, 12.8% more, and 1/6 no answer.

36.8% believe that room sizes will be larger, 24.8% smaller, 18.4% same and 16% some larger, some smaller.

72.0% believe that there will be more one-story houses, 12.8% more two-story houses, and 4.8% the same.

68.8% believe that there will be an increase in dry-wall construction after the war, 17.6% no increase.

84.0% stated that they believed that the house of the future will have more built-in features, 4.8% the same, and 3.0% the same.

A similar survey, which SALES MANAGEMENT made among 75 leading factors in the same field, indicated very similar results, plus some interesting additional data:

In answer to the question, "Will the use of new materials, such as plastics, plywood, glass, etc., vitally affect the design of post-war homes and how?", 85% indicated that the new materials will affect design in both exterior and interior. Special mention was made in most instances of glass and plastics. Plywood was prominently mentioned as the number one material to watch in post-war construction.

94.6% stated that they believed that the most outstanding feature of post-war housing will be "planned neighborhoods, complete environment." The universal answer to this particular question was particularly interesting in light of the fact that the individual response was entirely ungoverned by any suggestion made in the questionnaire.

### SM Survey

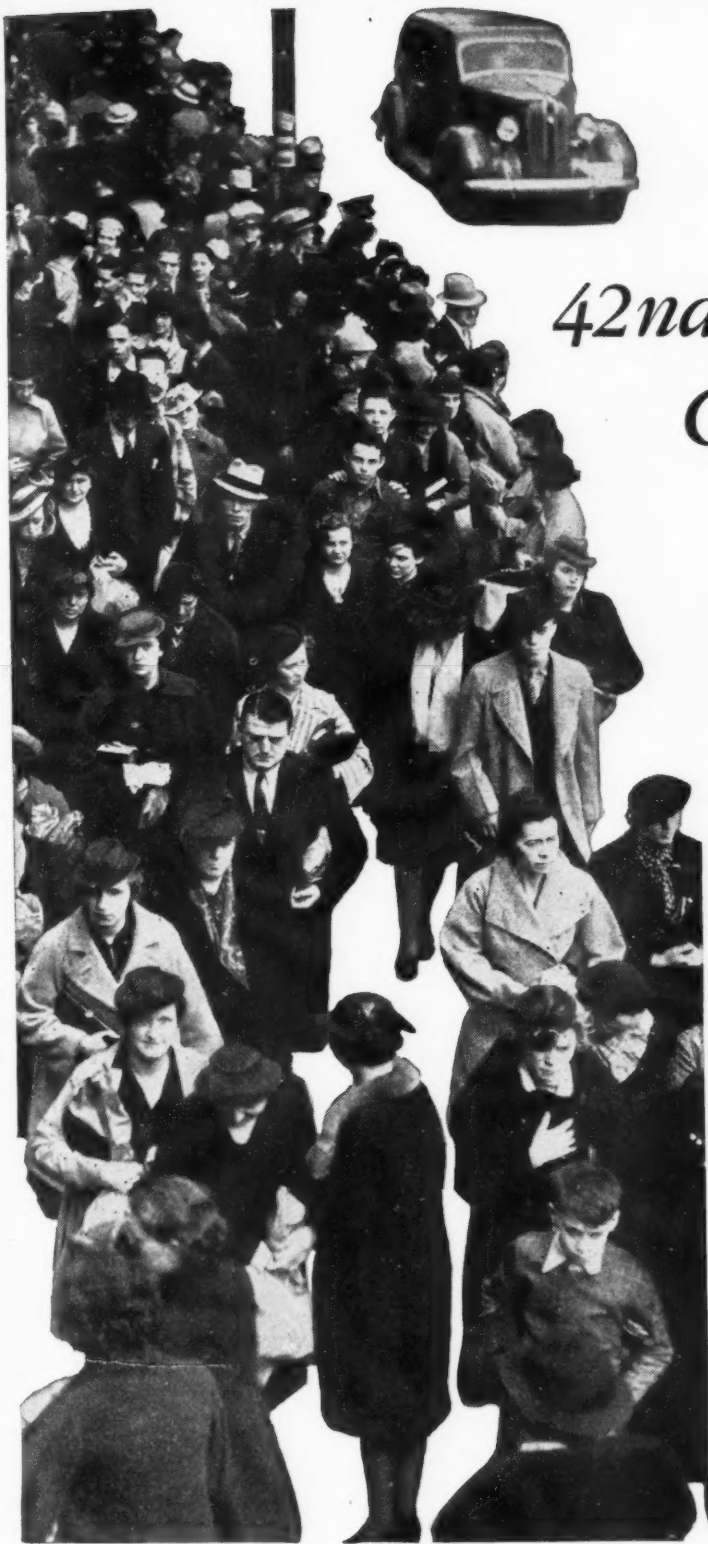
1. Do you think materials will be controlled after the first armistice, and for how long?

84% mentioned from 1 to 2 years; 2% mentioned 6 months; 12% mentioned from 5 to 10 years; 2% gave no answer.

2. Will community planning govern private home construction more than in the past?

67% answered yes, and gave the

SALES MANAGEMENT



## 42nd & Broadway? Guess again!

**E**VER try to shop in the average Iowa town? If you haven't, then you've got a new and upsetting experience before you.

Main Street looks like 42nd & Broadway when the theatre crowds are letting out. You'll find eager buyers fighting their way into spick-and-span stores after winning the battle of finding a parking space—five blocks east of the main drag.

Where do they get their money? From the rich black earth of Iowa's farm lands and from prosperous industries whose operation is not dependent on war contracts. *But they spend it in Urban Iowa* . . . spend it in a steady flow of trade which enriches retailers, wholesalers and manufacturers. Spend it in towns and cities where 7 out of 10 families are covered by the Register & Tribune.

Iowa, R & T Iowa, is one of America's top 20 markets today . . . it is likeliest to be the steadiest market on the map throughout the storms of war and the gales of peace. Wise sales managers are fencing off a piece of this fabulous market now—to have and to hold in postwar days.



Any media list without R & T Iowa on it is short one of your 20 best urban markets.

# R & T IOWA

A STATE-WIDE URBAN MARKET . . . COVERED  
BY A STATE-READ PAPER . . . THE

## Register & Tribune

CULTIVATE IOWA TODAY . . . FOR CULTIVATING IOWA ALWAYS PAYS

FEBRUARY 15, 1944

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## THEY GET

# 7-BILLION FROM A FEW MILLIONS

They get it from a market many of their big competitors have overlooked. Perhaps, you, too, are overlooking the 7-billion dollars spent yearly by American Negroes. So find out how advertisers in Negro field are reaching biggest markets at littlest costs. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York 17, New York, and be ready for some startling, profit-revealing facts.

following reasons: 24% government financing, 48% community planning, 12% public education, 12% more for the money, 4% no answer, 21% answered *no*.

3. Will there be more individual architect-designed homes after the war or will the prospective home owner select his plans from a group of stock designs, architectural drawings, stock models?

42% believe that there will be more individual designed homes; 37% believe that most homes will be designed by looking at models; 19%

believe the architect will still be the determining factor.

4. What do you think will be the most outstanding feature of post-war housing?

26% mentioned the better utilization of light and space; 22% mentioned new lighting methods, with especial emphasis on fluorescent lighting; 23% indicated low costs and better products; 12% indicated greater trend toward mechanization; 17% gave no answer.

These are just a few of the outstanding indications which can give some idea of the future. The easiest, and probably the most accurate conclusion, that an individual can draw is to state that "tomorrow's home will not be substantially different from today's." It will, however, have many improvements. It probably will be of better quality, and will cost comparatively less. That is about as far as anyone can go in predicting.

## New Materials

The war has brought about a great scientific advance in many directions, but it has not affected the fundamentals of sound, lasting construction. There are few, if any, substitutes in permanent construction for concrete, steel, brick, stone, wire, lumber, and certain metals. In some instances, new materials may replace old ones, but for the most part they will help to implement old ones.

## Government Aid

Naturally, during wartime, as more of the war housing turned from private channels to temporary publicly financed structures, FHA has fallen into partial eclipse. In the WPB-NHA-FHA priority battle, FHA caught most of the invective thrown by builders. As a result, some of the good-will built up over the last nine years has disappeared. It has gotten into difficulties trying to enforce rules which change daily. Key officials either have resigned or have been removed.

According to the best of authorities, the fate of FHA is a matter of concern to the building industry. All the predictions of large-scale building and employment will be just talk if a steady flow of mortgaged funds is not kept up in the post-war period.

There is the more-or-less positive side of the picture. We may accept the fact that there will be a tremendous post-war need for new houses, in all classes. At no time, since 1925, have there been adequate houses in America. There may have been an increasing deficiency for 18 years, accelerated by the wartime shut-down,



*Beautiful  
Figures*  
FROM

# ROCKFORD

- ★ 1943 Bank Clearings \$111,592,831.45.
- ★ Leads State, Outside of Chicago, with War Contracts Totalling More than Half a Billion Dollars.
- ★ Leads Illinois in Percentage of Bank Debit Gain, 3 Months Ending December 31st.
- ★ 1943 Bank Deposit Increase 32 Per Cent Over 1942.
- ★ Postal Receipts for 1943, Highest in History, \$1,255,301.42.

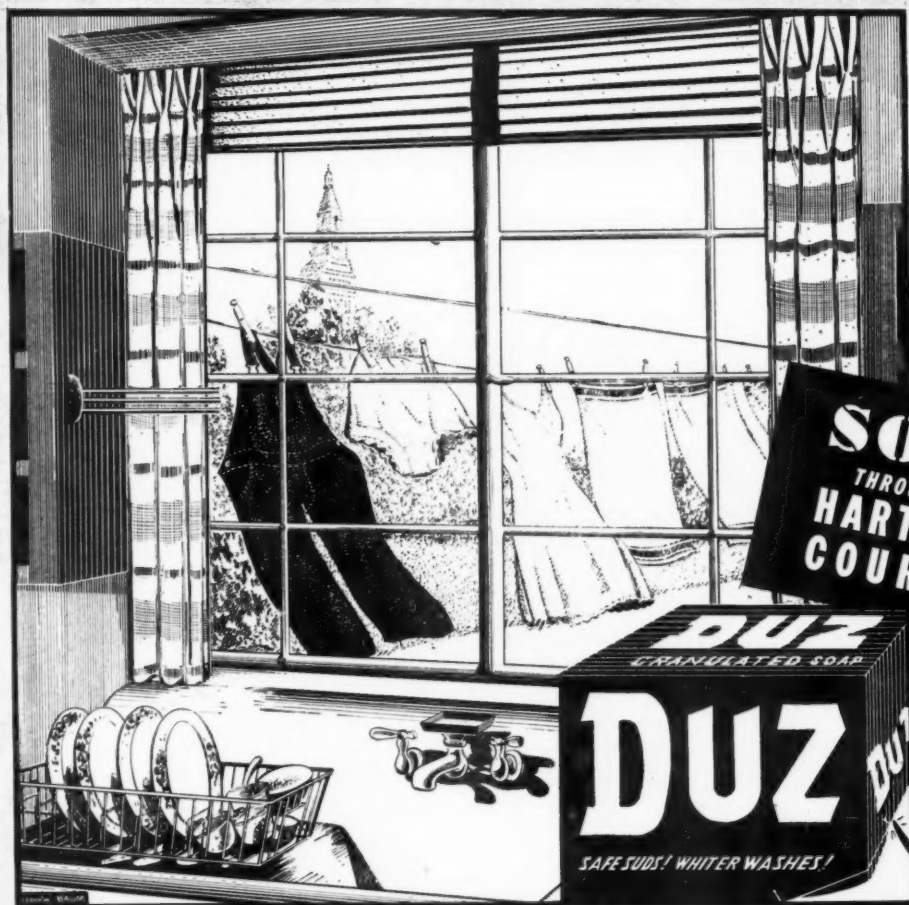
*Best Test City in the Mid-West*

# ROCKFORD

2nd largest city in ILLINOIS  
(OUTSIDE OF CHICAGO)

1943 Metropolitan Population More Than 111,000

ROCKFORD MORNING STAR...ROCKFORD REGISTER-REPUBLIC  
Ruth Hanna Simms, Publisher



**SOLD**  
THROUGH THE  
**HARTFORD**  
**COURANT**

**FILE DATA**

In addition to all other reasons for using the Hartford Courant's Sunday magazine, this medium has the lowest milline rate in the area: 15c for 80,000.

**DUZ DOES** its 1944 Hartford area newspaper advertising in the Courant's Sunday magazine exclusively. The Courant is the paper that's the proved *payer*. One reason for this is that the Courant covers *more outlets*.

**THE REASON** *more outlets* are covered by the Courant is that its circulation corresponds to the area's effective buying income ( $\frac{1}{3}$  in city,  $\frac{2}{3}$  outside). And that's one reason things *advertised* in the Courant are also **SOLD**.

A CONNECTICUT INSTITUTION SINCE 1764

*The*  
**HARTFORD**  
**COURANT**

Nationally Represented by Gilman, Nicoll & Ruthman

FEBRUARY 15, 1944

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# AKRON

## IS SAVING FOR A BIG POST - WAR BUYING SPREE

Akron wage earners are laying plans for the post-war days, and are piling up savings to buy and pay for the many things they want and need.

In Akron, bank deposits for the year ending December 31, 1943 reached a new all-time high of \$190,091,161.89, a gain of \$50,377,161.89 over 1942.

Akronites are also buying more than their share of War Savings Bonds. During the Second War Bond Drive, sales totaled \$27,085,886.00 or 43% over the quota. Third War Bond sales skyrocketed to \$47,087,874.00 or 78% over the quota.

When planning your post-war sales promotions, remember the flood of spendable dollars that will be unloosed in Akron.

Akron's Only Daily  
and Sunday Newspaper

### AKRON BEACON JOURNAL

REPRESENTED BY:

**STORY, BROOKS & FINLEY**

New York, Philadelphia, Chicago  
Cleveland, Los Angeles, Atlanta

but all this does not mean post-war demand any more than the pre-war need meant demand.

Several factors, according to Mr. Hood, and other experts, stand between the building industry and its post-war opportunity. Mr. Hood gives the following:

1. The public's poor opinion of the building industry. In general the public believes that there is no place to go to secure a well designed home, with quality materials and construction, a safe financing, at a reasonable price and with satisfactory financial responsibility on the part of the seller.

Even the operative builders who have done such a predominant share of the building in recent years are usually "in and outers" and they admit to an average business life of only three years. They completely dodge responsibility for repair service on the homes which they construct.

2. Expectation of radical new designs, materials and equipment. The public has been led to expect something which cannot and will not be available, and there will be tendency to defer purchasing until this dream home is available.

3. Expectation of radical savings in cost. Because housing costs actually are too high and something should be

done about it, the public has again leaped to the conclusion that something will be done.

The fact is, however, that the manufacturing cost of materials in new homes is not, and never has been too high, in proportion to the cost of manufacturing other materials. The too high costs of housing are to be found along the chain of distribution and local fabrication. For obvious reasons it is extremely difficult to lower such costs and the process of cost reduction is certain to be slow, if anything is accomplished in this field.

4. Another resistance to a post-war housing boom is the question of labor supply. It is highly improbable that we have enough trained mechanics in the building industry to sustain a housing program which will come anywhere near meeting the acknowledged need. The tremendous volume of housing in America probably will have to await the training of thousands of additional mechanics.

These are the problems and the challenges of the post-war housing outlook. A large, successful, steady post-war Victory housing industry cannot be ballyhooed into existence. But if it is properly planned and projected, it can provide a partial solution to the post-war employment problem.



### A Beautiful Trio...

Nothing delights time buyers more than the beautiful combination of 1) coverage, 2) programs, 3) rate! Especially when it's available in the rich Hartford Market! You get all 3—on WDRC!



## WDRC

CONNECTICUT'S PIONEER BROADCASTER

BASIC CBS  
Hartford 4  
Connecticut

NATIONAL REP.  
Paul H. Raymer Co.

SALES MANAGEMENT



# *This Bird* **IS NO DODO**



THE DODO no longer exists. It is extinct because it lost its ability to fly, its desire to "go places." Conversely, the eagle, symbol of America and its people, survives and thrives, because its desires flame more fiercely in times of strife and stress than they do in periods of peace and plenty.

Unfortunately, the eagle isn't emblematic of all Americans. We have our share of dodos, too . . . the many who have too little, the few who have more than enough. But, between these extremes we have the middle millions, the solid, sound, substantial men and women who, no matter how high they hope to soar, know they've got to scratch for a living, and, scratching, provide you with the most permanent and productive market for your products.

To excite the eye of these aspirational millions with your advertising, to whet keen their desires for your products, to have them heed your call of commerce, use the happy medium to America's middle millions, **THE AMERICAN MAGAZINE.**



**THE CROWELL-COLLIER PUBLISHING COMPANY,  
250 PARK AVENUE, NEW YORK 17, N. Y.**

**THE HAPPY MEDIUM TO AMERICA'S MIDDLE MILLIONS**

**FEBRUARY 15, 1944**

**[ 83 ]**

# Friendly Service Today Makes Loyal Customers for Tomorrow

BY ARTHUR R. MAAS

A. R. Maas Chemical Co.  
South Gate, Calif.

**D**O you ever get the feeling that some fine morning you are going to wake up and discover that you need a lot of customers?

Does a shudder run along your spine as you think about some of the things you have to do to customers in these war days?

In our business we feel that way,

USE A **BIG** STATION  
TO COVER A **BIG** MARKET

ARKANSAS  
SHREVEPORT  
LOUISIANA  
TEXAS

**KWIKH**  
A Shreveport Times Station  
SHREVEPORT, LOUISIANA

CBS—50,000 WATTS—THE BRANHAM CO.

and as far as possible we are trying to win customers now.

We are manufacturing chemists, and our principal products are phosphates, used in cleaning compounds, clothes washing, oil drilling, water-softening, etc.

Phosphates are made from phosphorus which is now derived from phosphate rock in the electric furnace, and comes to us in tank cars from Tennessee.

Phosphorus in peacetime raises bread, polishes your teeth, fertilizes your garden, rustproofs iron and steel, flavors beverages, goes into baking powder, processes cheese.

In wartime phosphorus is needed in tremendous tonnages for incendiary bombs, spotter shells, battle smoke and front line requirements, and for production which is civilian as well as military—fertilizer, food processing, oil drilling, rustproofing, machine bearings, and numerous other things.

## Uncle Sam's in a Spot

Your wife understands it when she is told in the grocery store that the cleaning compound which she wants is made on allocation of two-thirds the normal demand, because the soldiers crossing a river under fire need battle smoke and spotter shells to take positions with as few casualties as possible.

Uncle Sam finds himself in a tough spot on phosphorus, even though the newer process has enabled him to increase production since Pearl Harbor.

Phosphorus compounds were formerly made by leaching phosphate rock with sulphuric acid. The new process distills it from the rock by electric furnace, the phosphorus being recovered in fumes.

The essential civilian uses overlap in military uses to such an extent that the War Production Board allocates the supply each month. We report to WPB the amount we would like to have, what it would take to supply our manufacturing and wholesale customers (we do not sell to the consumer), and are told that we may have 80% or that, or 70 or 65%. Our customers, in turn, have to figure their requirements, and report to us, so we sell them in reverse, persuade them to "make do" with as little as possible.

Uncle Sam would put his foot down hard if he heard any of us indulging in selling to increase the demand. But still, we find selling opportunities because the Government backs every effort to sell increased war production.

By way of illustration, several years ago there was considerable "wildcat" oil drilling in California. Phosphate is used in drilling mud. We sold it by the carload, and had a chemist-sales-

SALES MANAGEMENT

# IMPORTANT ANNOUNCEMENT

## to All Suppliers of Materials to

## U. S. Navy, Army, and Army Air Force

**New procedure for writing documents required on shipments has been recently officially approved.**

HERETOFORE, procedures necessitated multiple writings. For example, shipments to U. S. Navy required writing, (1) Contractor's report of material shipped, packing slip; (2) Contractor's invoice; (3) Government receiver's report; (4) Government inspection report; (5) Government public voucher. This meant five separate writings, five separate checkings, five separate procedures, five separate possibilities for errors and omissions.

Every contractor knows by sad experience how costly errors in documentary data can be. Payments of large sums due contractors have had to be held up, sometimes for months, because of discrepancies and small errors made in transcribing or processing the many duplicate copies needed for distribution.

### Revised Method Saves Time, Avoids Errors, Insures Quicker Payments

Now, all five separate forms can be consolidated into one document. The one writing is done by typing or hand-writing on one single sheet. The sheet is a Multilith Systemat master. Placed on a Multilith Duplicating Machine, it reproduces the many facsimiles that are needed, each a legible, accurate, permanent, black-on-white original. This new Multilith Systemat method reduces number of reports, eliminates three typings and one hand-writing operation, and virtually does away with possibilities for error. It saves time and speeds handling at source, at receiving station, and disbursement office.

**We urge suppliers to all branches of the armed services to take immediate advantage of this improved and simplified system. All Multigraph offices have full information.**

FEBRUARY 15, 1944

*Now Multiple Forms are Consolidated into a Single Master Sheet that Reproduces all Required Copies*

Many other businesses, besides government suppliers, who are writing separate shipping orders, packing slips, shipping labels and invoices, can easily adapt Multilith Systems Duplicating to their procedures. Addressograph-Multigraph Corporation—Cleveland. Sales agencies with service and supply departments in principal cities of the world.

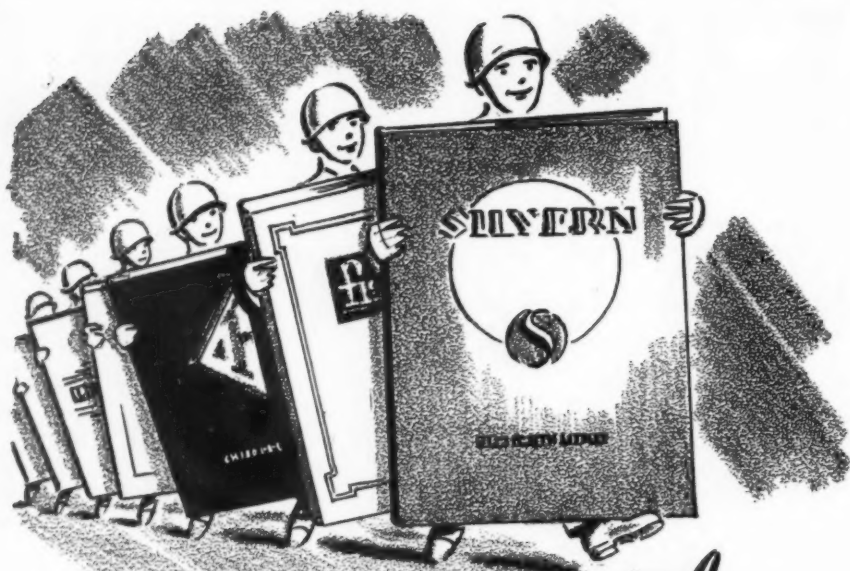
## Multigraph

TRADE-MARK REG U.S. PAT OFF

### SIMPLIFIED BUSINESS METHODS

Multilith, Systemat and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation





## When your catalog comes marching back...

... will it be **LOOSE LEAF**? Perhaps not, if you wait until it's on top of you ... clamoring for last-minute action ... hamstrung by hurry, confusion, makeshifts. Prepare for it **NOW** ... be ready ... have it all planned and fit to go out and fight for sales ... the *modern, efficient* **LOOSE LEAF** way.

**LOOSE LEAF** has several outstanding advantages ... among them ...

- ★ **AMPLE ROOM FOR FUTURE EXPANSION** ... most important in new postwar catalogs, which may start small and grow fast.
- ★ **EASY ADDITION AND REMOVAL OF PAGES** ... keeps up-to-the-minute on changes in merchandise and prices.
- ★ **IDEAL FOR INDEXING** ... more necessary than ever in days to come for instant reference and quick finding of data.
- ★ **CONVENIENCE OF OPENING** ... sheets lie flat for quick easy reading.

If catalogs are needed in your sales plans, consult with your advertising agency, your printer or stationer. Good judgment says "DO IT NOW". Or, if you are an agency, a printer, or a stationer, talk postwar catalog preparedness to your clients ... and help them plan for it ... the **LOOSE LEAF** way.



**NATIONAL BLANK BOOK COMPANY**

ENGINEERS AND MAKERS OF LOOSE LEAF COVERS

HOLYOKE, MASSACHUSETTS

NEW YORK CHICAGO BOSTON SAN FRANCISCO

man in the oil country, advising drillers on mud.

Then drilling fell off and our chemist-salesman was transferred to another industry. Only recently did we turn our attention again to the oil fields, to discover that drilling was again active. The Government encourages it by allocating machinery and pipe, because when the real "big push" starts in the Pacific, we shall need much more oil from California, or we shall have to bring it through the Panama Canal.

Our representative found that the oil drillers were hampered because of the scarcity of phosphate. Under the WPB rules, they were entitled to only a percentage of what they had been buying during a "base period." During that period, they had not been buying any because drilling had practically stopped.

They did not know that under PAW rules, they could prove their needs for drilling, and get phosphate. We were able to help them with the paper work, and thus sell war production.

### Encourage Local Buying

Another type of selling which helps war production, even though the customer is making products classed more in civilian than in military categories, is the encouragement of local buying.

In normal times we have competition from big eastern chemical companies, who ship their phosphate to the Pacific Coast.

If a company that has been buying from our eastern competitors can be diverted to buy from us, there is a saving of transportation. That makes for a selling situation into which we can really put our hearts, with Uncle Sam's approval. He knows we can't oversell, because the customer is held down to allocations.

In the chemical industry, the customers are generally large buyers, and price doesn't count so much as the buying connection. For years, the "AB Company" has been buying chemicals from the "XY Corporation;" competitors' prices are met within a very narrow range, and acquaintance, service, habit, the buying of many materials in which your product is only one—there is a deep-rooted loyalty on both sides of the connection—make it hard for a competitor to break in. But freight-saving has given a stance to the local manufacturer in many industries.

Right after we got into war, and in the confusion that came with shortages and allocations, the local and the distant manufacturers in many lines forgot competition, and took care of each other's customers. If the "A Company" in New York City was short of prod-

*"We're keeping them going  
...thanks to Better Homes & Gardens!"*



"WHEN things used to get out of order around our house, we'd step to the phone and call a carpenter, plumber or electrician. The war changed all that—and for a while we were completely puzzled—didn't know what to do.

"Thanks to Better Homes & Gardens, we've now learned how to do many repair jobs ourselves. We've learned how to take care of what we have—now that we can't replace it the minute it doesn't work. We've found out, too, that it pays to check up regularly on our household equipment.

"Now we keep our repair jobs small—so that they won't grow into expensive ones that call for time, money and expert service.

"Thanks to Better Homes & Gardens, our home and the things in it are in good repair—and usable."



*"... thanks to Better Homes & Gardens"*

One important reason why Better Homes & Gardens enjoys such high readership intensity is the fact that it really shows people *how to do things*. Today, in war-time, such service is valued highly by home-loving Americans, just as it is considered indispensable in times of peace.

Through the years, Better Homes & Gardens has become *the* family authority on everything that affects the home... from gardening to child care... from cooking to furnishings. No wonder it wields such influence with the country's largest suburban home audience!

**Better Homes & Gardens**  
*America's Family-Service Home Magazine*

FEBRUARY 15, 1944

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uct in Kansas or in Oregon, the "B Company" in Wichita, or "C & Sons" in Portland, would deliver for the "A Company"—and the other way around. As everybody got used to operating on shortages, every fellow again looked after his company's interests.

Even when your product is one not affected by material shortages, as is the case with our photographic chemicals, your selling opportunities are generally limited by shortages in labor, packaging materials, equipment, etc.

So, with us, as with practically everybody else, the sales force has been

diverted to customer service, helping the buyer to get as much as he is entitled to under allocations, giving him the benefit of our knowledge of paper work—and finding some new way of saying, "Sorry, but the answer has to be 'No.'"

There are temptations every day to be careless and curt with regular customers and, worse than that, with the new company that never bought from us in peacetime because it wasn't in existence. There are many such concerns in a major war center because population has increased, and the need

for more soap, or industrial cleaning compound, has grown along with the need for more houses and laundry service. With a little counsel, in presenting data, legitimate war needs can be proved.

But how easy, when you are shipping carloads on Government order, to let the customer worry along the best he can! How easy unless you have a clear mental picture of the future day when you will need every customer you can find.

## Get Ready to Work

We have a clear picture of "Der Tag," because our phosphate business was built under conditions resembling war.

Thanks to good chemical engineering, we started on costs which enabled us to meet the competition of large eastern producers, but we had to fight for customers, first around home and then up and down the Pacific Coast. We went as far as Australia and New Zealand, establishing connections with distributors. When the Japs took Singapore they cut off some of our export business. We entered into the customer's problems in many ways. For example, manufacturers of cleaning compounds had trouble with caking in the package on market shelves, and we developed a patented non-caking phosphate.

Hard as we work today, it is when the war ends that we will really have to go to work. When the Army or the Navy carloads have to be sold singly to jobbers and purchasing agents, we will again be around, hat in hand. Our competitors will be there, too. And sales are going to turn on good or bad deeds, performed during the war years, stored up in the elephant memory of the customer.

We find that there are numerous services which can be rendered. There is a tight situation in packages, but it may be possible, by scouting around the plant, to make a special distance shipment in some barrels we have overlooked, instead of bags. Our chemists can suggest ways of conserving short supplies of chemicals, and our salesmen report wartime economies in methods of using our chemicals which come to their attention.

Like everybody else in business, we are trying to imagine what after-war conditions are likely to be, and we are preparing to meet them as far as possible.

But the two facts which stand out strongest today are these:

1. We are going to need all the customers we can get.
2. Now is the time to plan to prove that we deserve their business.

SALES MANAGEMENT



The Army PX and Ships' Service Stores cater to millions in the Armed Forces. Whatever you make that's used by men or women, in any climate from Iceland to the Equator, should be in these stores, some large and permanent, some small and mobile, as on the fighting fronts—but *all busy—day and night*. PX offers immediate outlet plus sponsored introduction to men and women of the age when buying habits and product preference are formed.

### REACH THIS GREAT MARKET THROUGH POST EXCHANGE

... the trade paper of the PX and Ships' Service Officers and their assistants. No waste circulation. POST EXCHANGE goes directly to those who do the buying. Send for complete information . . . NOW.

### A PERMANENT POST WAR MARKET TOO!

GALLUP POLL: 63% of our citizens favor compulsory military training in peace years. FORTUNE (Oct. 1943): "at least 3 to 4 million men in service for relatively long period after the war ends." Other military and civilian authorities concur. Lieut. Genl. Brehon Somervell says of the PX: "We can never get along without it." N. Y. UNIVERSITY, now has four week special course to train civilian personnel for career executive positions in Army PX and Ships' Service Stores.



IN THE HOME CAMPS—the PX is a magnet that draws men with money to spend for wants that can usually be filled only at the PX or Ships' Service Store.

AND ABROAD—the PX is the center of constant activity and relaxation. In it the men and women spend a big part of their leisure and their pay checks.



# POST EXCHANGE

292 MADISON AVENUE, NEW YORK 17, N. Y.

WALTER W. MEERS  
101 Marietta  
ATLANTA 3, Georgia

SIMPSON-REILLY, Ltd.  
Garfield Building  
LOS ANGELES 14, California

FRED WRIGHT COMPANY  
915 Olive Street  
ST. LOUIS 1, Missouri

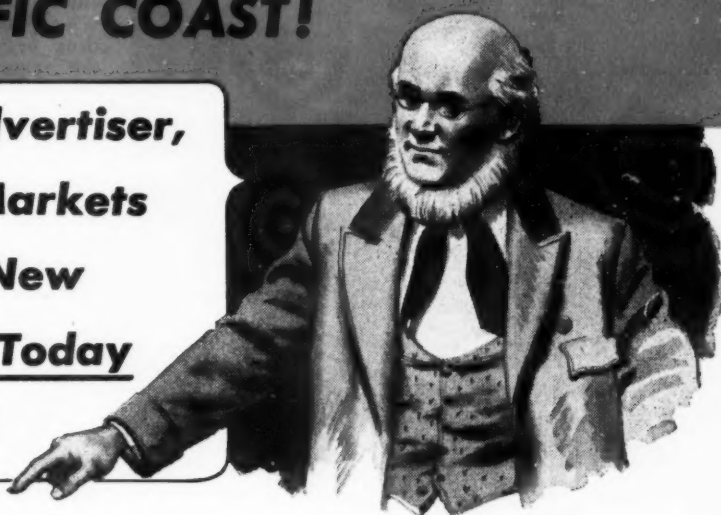
SIMPSON-REILLY, Ltd.  
Russ Building  
SAN FRANCISCO 4, California

HARLEY L. WARD, Inc.  
360 N. Michigan Avenue  
CHICAGO 1, Illinois

# WANTED!—

**A MODERN HORACE GREELEY TO SING  
THE PRAISES OF THE NEW, GIGANTIC  
INDUSTRIAL PACIFIC COAST!**

**"Go West, Mr. Advertiser,  
for New "A" Markets  
with Brand New  
Opportunities Today  
and Tomorrow!"**



**"THE BIG 3" blankets  
the 3 Coast Markets**

**Los Angeles Examiner  
San Francisco Examiner  
Seattle Post-Intelligencer**



For full details of Pacific Coast markets, call  
HEARST ADVERTISING SERVICE

**PACIFIC COAST'S NEW POPULATION IS  
PERMANENT—NOT JUST A  
WARTIME PHENOMENON!**

War has been the spur—not just the cause—of the movement of new millions of population to the Pacific Coast! Since 1900 the western states have been the only large region with a consistently favorable ratio of in-migrants over departing population. Long before war began, the majority of these new millions dreamed of moving West. And now that the times enabled them to realize their dream, they're digging in their roots and *they're here to stay!*



That's why more and more advertisers are "A-Scheduling" the "Big-3". They prize the importance of the Pacific Coast markets for Today and Tomorrow, and they know that the "Big-3" gives one-in-every-two-family coverage in their markets with remarkable economy!

**THE BIG THREE**



*Pacific Coast Coverage*



The fan background is a versatile lithographed strip of paper, so folded and held together that it slips into the back of the display to form a fan. A single Mazda bulb comprises the only G-E merchandise on display here—but the enterprising dealers—whether hardware, drug or grocery—use the space to feature other items they want to move.

## G-E Designs Display to Sell Any Goods Dealer Has in Stock

Mazda lamps are scarce. But General Electric wanted to keep its name before the public in the retail stores, so the company sought a display unit which would adapt itself to promotion of other lines. Dealers cheered. The unit is living months instead of weeks.

**T**HE lamp department of the General Electric Co. always approaches its display problem with this thought uppermost, "How can we help the dealer do a job?" In the second and third years of war, with many items entirely off the market, and with others rapidly vanishing from available stocks, the retailer's predicament indicated a need for an even greater degree of assistance from G-E than ever before.

Years of experience in distributing hundreds of large, medium and small point-of-purchase display items on G-E Mazda lamps convinced the company that dealer acceptance of the displays is not only a valuable, but an indispensable asset.

Under wartime conditions production facilities for turning out light bulbs are not sufficient, by a long way, to supply all the demands of our armed forces and essential war industries, and let civilians go wild on hoarding.

So G-E soundly reasoned that its jobs were two-fold—to keep the G-E

name and products in the minds of dealers and the public, and help dealers move what merchandise they have for sale, no matter what its nature.

In this way they will be helping their dealers to stay in business during dangerous times of serious shortages. They know they will need those dealers in the coming critical, highly competitive post-war period of readjustment.

So the 1943-44 G-E program is a dual purpose plan—to enable their dealers to continue to have attractive windows at a time when good display material is scarce—and of such a type as to permit featuring items for which the dealers have no display advertising whatever.

The G-E Mazda display released in the Summer of 1943 really hit the jackpot from the standpoint of fulfilling a number of vital point-of-purchase and wartime tasks. It did that because it enabled the dealer to display, against an effective G-E background, any of the merchandise which he had for sale—and the display was so conceived that it could be used by the hardware dealer, the electrical dealer, the grocer, the druggist, or any other retailer who handled Mazda lamps.

For several years G-E Mazda lamp displays have been chosen by a pre-testing method whereby hundreds of people have inspected the designs and indicated which display in each group would be most apt to remind them to purchase G-E Mazda lamps.

This year, however, there was no pre-testing. The advertising and sales



The fan part of the G-E merchandise display above, when unfolded, becomes a striking red, white and blue streamer suitable for running around a counter, tacking to the wall, or even stretching from wall to wall. Opened this way, a panel bearing the words, "G.E. Mazda Lamps," is uncovered. Thus the streamer sells G-E products at the same time that it continues to urge the purchase of United States War Bonds.

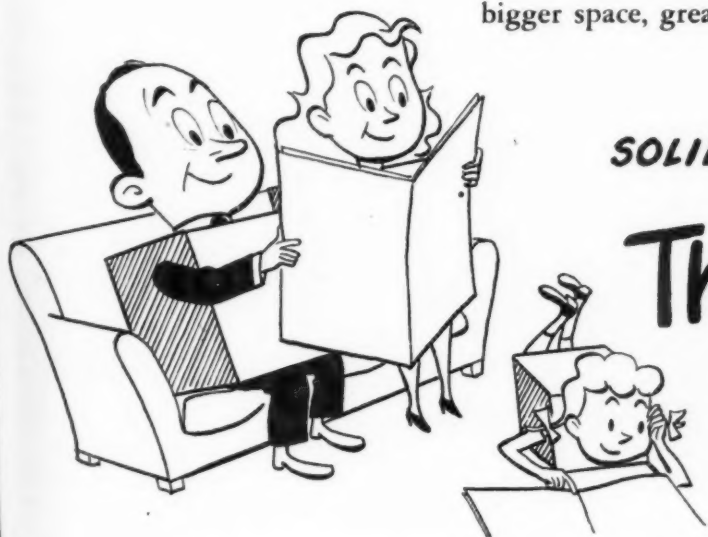


How to get  
in solid with

## SOLID CINCINNATI

Boomtime-Charlie towns may look pretty tempting, right now. But today, and in the postwar days ahead, you'll find the smart advertising money is going into solid, stable, feet-on-the-ground cities like Cincinnati.

And you'll find the smartest money of all is *concentrating* in newspapers like The Cincinnati Enquirer which—in wartime, peacetime, anytime—reaches the solid, thinking, *keep-on-earning* people. Why not plan on doing a solid selling job on solid Cincinnati by concentrating your schedule with bigger space, greater frequency in The Cincinnati Enquirer\*?



**SOLID CINCINNATI READS**

## The Cincinnati Enquirer

*For over 100 years, edited for the thinking, doing, earning, solid citizens of America's most solid market!*

\*The Enquirer has the lowest milline rate in Cincinnati (5000 lines and upwards.) The largest home-delivered circulation.

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

FEBRUARY 15, 1944

[91]



Results? Yes, plenty! Here's what James E. Knox of the Charles B. Knox Gelatine Company writes: "I could write a daily testimonial letter, going back over thirty years, to the effectiveness of our advertising in The Christian Science Monitor. Your readers are most responsive . . ."

The advertisements on this reproduction of *Today's Woman* page represent but a few of the many grocery product advertisers using The Christian Science Monitor. In this newspaper they are reaching homes where quality is preferred and where customers are in the habit of buying Monitor-advertised products.

You can get a clear idea of the Monitor's unique merchandising value to you by looking through the list of our 2,222 retail food advertisers, which we will send you on request.

# THE CHRISTIAN SCIENCE MONITOR

*A Daily Newspaper for All the Family*

Published by The Christian Science Publishing Society, One, Norway Street, Boston 15, Mass.

BRANCH OFFICES: New York, Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle . . . London, Geneva, Sydney

promotion men at G-E felt that their dealers could best be served by a display which would simply keep the G-E name before the public and explain that G-E was supplying millions of light bulbs for the armed services. For the latter reason a dealer might not always have all sizes and quantities of bulbs a person might want to buy. These G-E men also figured that every type of store would have some items in abundance, some which would be scarce and some rationed. If they could supply an attractive, flexible display by which a dealer could call attention to whatever he might have available for sale, such a display would help to keep the dealer in business; and it would be used over a long period.

## Adopt Flexible Display Unit

Of many ideas suggested, the choice was made of this special wartime merchandising display and execution of the job was turned over to the Forbes Lithograph Mfg. Co. It is in two principal parts—the display proper and the fan-like background piece. The display is so scored and eased that when it is set up it quickly and easily shapes into a display having shelves. The permanent caption, "Things You Should Have in Your Home," directs attention to the items on these shelves.

The over-all design of the display is purposely very general in nature so that it will be equally suitable for any type of store carrying G-E light bulbs. For instance, the hardware dealer can use the shelves of the display for displaying rules, tape measures, screw drivers or any of the other items which the store has available and wants to move; drug stores can exhibit first-aid materials or any currently slow moving items; grocery stores can spotlight any products of which they have a good stock.

The *G-E Display Digest*—a 4-page lithographed folder—illustrates the display in the several ways which the company suggests for using it, and carries the following comment:

Use these displays again and again, in your windows and in your store. War needs place a premium on ingenuity. You must be alert, on your toes.

Today you have less to sell . . . less display material than ever.

This display was designed by G-E especially for you, to help solve your current problems—to get attention . . . to keep good-will . . . to build prestige . . . to help you sell . . . to help you do your part in the war effort.

Again, we repeat, use your "silent salesmen" day and night, day in and day out.

Further details on the design of the display are given in the captions un-

# Will You Miss the Post-War Express?



LET'S not kid ourselves. Otherwise we might be left behind when V-day comes.

Selling after the war is *not* going to be a cinch. When there are goods and services to sell again, *they will have to be sold!* Post-war competition will be keener; and every sales promotion and advertising dollar will have to do *more work more effectively* than ever before.

Take advertising literature, for example. Ordinary material will not command attention or motivate response. But, by producing this literature in FULL Color, you will be able to hold interest, reflect quality, build prestige and good will, and increase desirability for your products or services.

Colorful folders, booklets, broadsides, circulars and other advertising material can be produced at surprisingly low cost. In fact, under our exclusive FULL Color "Gang Run" Method, you can obtain sparkling FULL Color literature at a price comparable with what you are asked to pay for only two colors.

Now's the time to investigate the extra advantages of FULL Color in meeting post-war selling problems.

## FREE!

### VALUABLE 28-PAGE BOOK

Write today for your free copy of our book, "The Selling Power of FULL Color." It describes the extra advantages of FULL Color and tells how to get effective results at low cost. Packed with helpful information. Send your request to Dept. SM24.

Producers of Fine FULL-Colored

FOLDERS • BOOKLETS • BROADSIDES  
CIRCULARS • PACKAGE INSERTS  
POSTERS • STREAMERS • DISPLAYS, etc.

**STECHER-TRAUNG LITHOGRAPH CORPORATION**

Rochester 7, New York

(Offices in Principal Cities)

San Francisco 11, California

FEBRUARY 15, 1944

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# FREE—HOW TO SELL AMERICA'S \$1,242,849,000 POSTWAR RESTAURANT MARKET NOW!

## Equipment Depletion Tremendous

Right now, this vast market has \$1,242,849,000 to spend—in renovation and replacements alone—and the sky's the limit. American restaurants need *everything*—in million lots. They would spend this vast sum tomorrow—and they will, as soon as Uncle Sam gives the word. If you wait, you will miss the boat. The time to go after this rich market is not "postwar" but *now*.

### STUDY THESE FIGURES—SEE FOR YOURSELF THE TREMENDOUS SCOPE AND DOLLAR VALUE OF THE RESTAURANT REPLACEMENT MARKET

**62%** 

62% expect to build new store fronts, erect new signs, build additions, install insulation and remodel public rooms and washrooms.

An immediate postwar market of \$313,252,000

**89%** 

89% intend to make the following interior decorative improvements: Paint, lay composition flooring; buy new furniture, carpets, upholstery and drapes.

An immediate postwar market of \$462,892,500

**60%** 

60% will renew their heavy mechanical equipment as follows: Heating and plumbing, power plants and refrigeration, elevators, air conditioning, sound proofing.

An immediate postwar market of \$324,342,000

**45.5%** 

45.5% will re-equip the following departments with new and improved functional equipment: Laundries, kitchens, dining rooms, offices, and, in some cases, water softener systems.

An immediate postwar market of \$142,362,500

## How to Sell This Market Now

Yes, *now* is the time—not "when the time comes." And the *way* is to talk to America's foremost restaurant men *direct*—talk to *them* and *them alone*, in the magazines they must read, cover-to-cover and month-to-month, in order to do their job.

For a few thousand dollars—a very few—you can *cover* this vast \$1,242,849,000 market. Wide-awake manufacturers are in the field already. Delay until later may cost you many times what you'd spend *today*. The facts won't cost you anything. Write or phone:

Ahrens Publications:

**RESTAURANT MANAGEMENT**  
HOTEL MANAGEMENT • HOTEL WORLD-REVIEW

71 Vanderbilt Avenue, New York 17, N. Y.  
333 North Michigan Avenue, Chicago 1, Ill.

Representatives: Blanchard-Nichols-Osborn, 805 C & S National Bank Bldg., Atlanta 3, Ga.; Blanchard-Nichols, 100 Bush St., San Francisco 4, Calif.; Blanchard-Nichols, 448 South Hill St., Los Angeles 13, Calif.

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der each of the illustrations used.

Since the purpose of this display was not to sell the already scarce G-E Mazda bulbs, but to explain their shortage and to help the dealer move other items, results cannot be measured in terms of sales.

The real test of such a display is dealer use—and here there is conclusive evidence of ready acceptance, general use and exceedingly long life.

"I spotted that G-E display as soon as it came in," said the alert store manager of the Ralph Pill Electrical Supply and Fixture Co., Dover, N. H., "and I put it in the window right away. It's been there over a month. I'm planning now to re-decorate the window and build it around the display."

## Displays Have Long Life

Another of these displays was being given prominent display space in the window of Jack's Paint & Hardware Store, Medford, Mass., two or three months after it had been installed. Still another was noted in the window of the Portsmouth Paper Co., Portsmouth, N. H.; when questioned, the manager of that store stated that the display had been in the window for about two months. In the Peavey Hardware Co. store in Portsmouth, one of these displays was noted in the front-line selling space on a counter inside the store, where it had been doing its job for about a month and a half.

Still more of these displays were noted, long after distribution had been made, in the window of the Liberty Radio Shop, Somerville, Mass. (with shelves filled with radio tubes); on the floor beside an electric refrigerator, in the store of Bliss & Sage Electrical Co., Malden, Mass.; in the window of Clapp & Leach, Inc., Reading, Mass. (electrical contractors); and in the window of the Carmen Automotive Stores, Manchester, N. H., where it had been on display for well over two months.

Mr. Friedman of the Lorain-Fulton Hardware Co., Cleveland, Ohio, when interviewed, advised that the display was having its second showing, having been featured for three weeks. He liked the timely color scheme and message. There was enough red, white and blue to dominate the window with a patriotic color scheme, and it fitted particularly well into a general merchandise window. The display was taken out to permit the installation of a Christmas window, but Mr. Friedman plans to use the display again in his windows after the first of the year.

Mr. Koller of Koller Bros., Cleveland, reported the display had been in over a month and had made a dra-

matic bull's-eye for his windows. He stated he liked to have a General Electric display in his windows, and this display had the added feature of calling attention to the many small, readily obtainable articles for which there is little display material available. Mr. Koller had set this display well back in his window under two American flags and the foreground of the window was utilized for displaying general hardware items.

Checks have been kept on different installations in the Middle West, and many cases were noted where the window was changed three or four times, yet this G-E display continued to be retained as the central feature around which the window was re-decorated each time.

The company's suggestion to the dealer, "Use your silent salesman day and night, day in and day out," seems to have been followed to an even greater extent than G-E dared to hope. Planned for use over a period not to exceed three months, its life in hundreds of stores may measure six months or even longer.

## Correction

In an article entitled "More Stores, Wider Lines, Bigger Volume; the 5 & 10's of Tomorrow" by T. Harvey McClure (SALES MANAGEMENT, December 15, 1943) it was erroneously stated that "Coke" is a generic term. On the contrary, the editors are well aware of the fact that, in soft drinks, "Coke" means only "Coca-Cola." In fact, The Coca-Cola Company, capitalizing on the popularity of the registered abbreviation of its trade-mark, is aggressively employing the term in its current merchandising.

## DIESEL PROGRESS

and the following publications are now under the management of REX W. WADMAN:

DIESEL ENGINE CATALOG  
PETROLEUM WORLD  
PETROLEUM REGISTER  
CALIFORNIA PETROLEUM REGISTER  
WORLD PETROLEUM  
PETROLEO DEL MUNDO  
SUGAR  
EL MUNDO AZUCARERO  
EL CATALOGO AZUCARERO  
SUGAR REFERENCE BOOK

As a member of a group serving several important industries, DIESEL PROGRESS better serves its readers and advertisers.

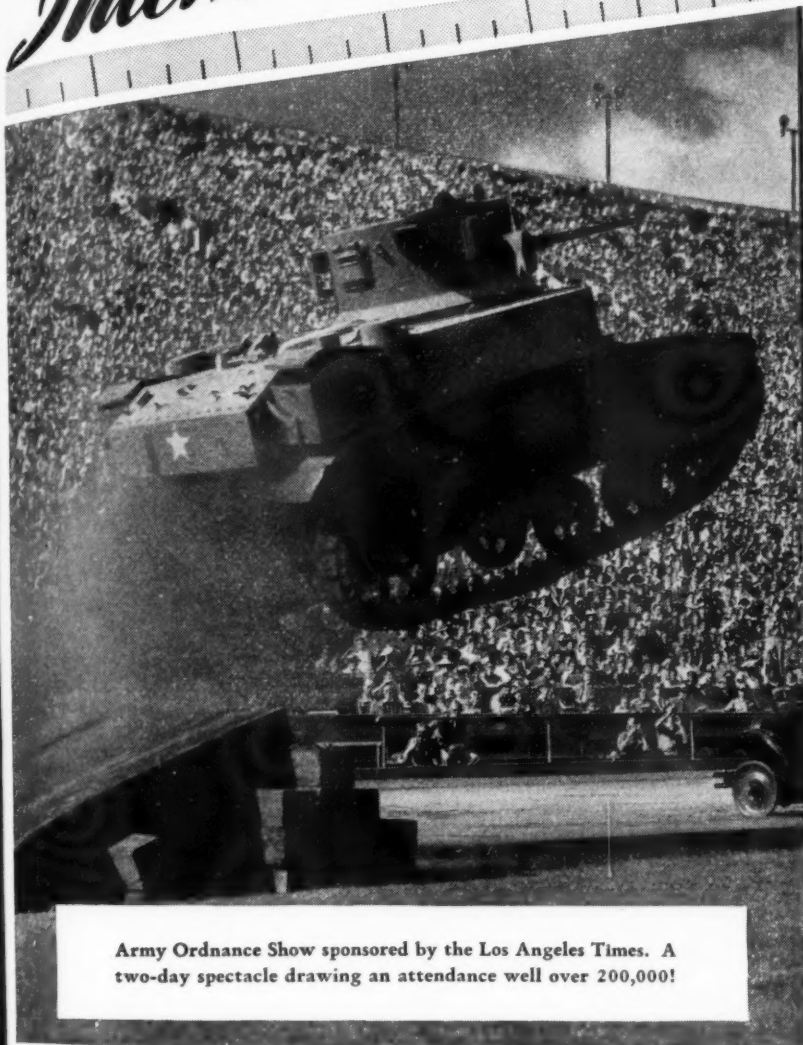
**TELL US WHAT YOU MAKE  
WE'LL HELP YOU SELL IT**

**DIESEL PROGRESS**

3 WEST 43RD STREET, NEW YORK, NEW YORK

SALES MANAGEMENT

# Interest-MEASURE of a NEWSPAPER



Army Ordnance Show sponsored by the Los Angeles Times. A two-day spectacle drawing an attendance well over 200,000!

## TYPICAL ACTIVITIES SPONSORED BY THE LOS ANGELES TIMES

### VICTORY GARDEN CLUB

—A wartime service to help solve the nation's food problem. Free gardening classes . . . monthly garden newspaper . . . special seed bargains . . . garden fair and prizes. 1943 membership—25,000.

### BOXING TOURNAMENT

—Open amateur competition for Army, Navy and War Workers. Proceeds from admissions donated to charity. Last year's attendance—10,500.

### WOMEN'S SERVICE BUREAU

Ideas, advice and "how to do it" helps on fashion, beauty, health and cooking.

Letters, personal and telephone calls during 1943—360,298.

## How do you measure a newspaper?

By Circulation? By Advertising Linage? Fine! In Southern California The Times gets the nod on both counts.

But today there's another—more important—measure. That's interest. The interest a newspaper creates for—and receives from—its readers.

Year 'round The Times sponsors activities with variety that provides interest for all—for workers and home-makers, for secretaries, executives, and the families of all, young and old.

Note the response. Such interest proves the readership that measures the Los Angeles Times as "Everybody's Newspaper."



# Majestic, Under New Policies, Starts Rebuilding Its Name in Radio

Carefully conducted market surveys among consumers and dealers are helping Majestic Radio & Television Corp. to visualize the size and character of the post-war market, and to plan a merchandising program. Dealerships will be restricted, dealer profits protected.

Based on an interview by Lester B. Colby with

**PARKER H. ERICKSEN**

*Director of Sales, Majestic Radio & Television Corp.  
Chicago*

**P**LANS are now being made to reestablish the name, Majestic, to the high position it once held in the radio market. Surveys have been completed, extending over a period of months, on which the immediate post-war program will be built. The research indicates, according to E. A. Tracey, president of Majestic Radio & Television Corp., that between 15,000,000 and 17,500,000 home radio sets will be purchased during the first post-war year—if they are available.

Majestic's studies have been carried on with a view to (1) determine just what type of radio will be most wanted; (2) what will be the best type of merchandising program to set up to care for this wide demand. The survey also aimed to measure a certain memory factor in the minds of the people of the United States. It had to do with memory of the name, Majestic, and to what extent it was associated with radio and how.

At one time Majestic was considered one of the biggest names in its field. That was when it was advertised as "the mighty monarch of the air." Then, somehow, financial collapse overtook it. It sank almost into oblivion. Little was heard of Majestic for ten years.

The present management assumed control in 1940, taking over trade names, trade-marks and other assets, more or less intangible, and began the job of restoration. Reorganization was scarcely under way when came Pearl Harbor. Its task, as planned, was immediately interrupted by the needs of the war effort. Currently, Majestic is producing war materials exclusively. Its engineering and production facilities, since the war started, have been devoted entirely to the task of production for the Signal Corps.

Looking forward to the return to peacetime manufacture, Majestic man-

agement retained the Ross Federal Research Corp. to make studies in seven typical leading cities. After that the Ross Federal organization, in cooperation with Foote, Cone & Belding, the company's advertising agency, extended the studies to additional major cities, a selected group of medium sized cities, plus a cross-section of smaller places.

Parker H. Ericksen, director of sales, explained to a writer for SM the method employed as follows:

A card bearing the single word, "Majestic," was shown the people who were approached. They were asked, "With what product do you associate this name?"

Of those approached in the first 7-city survey, 49.2% replied, "Radio."

"We interpret this to mean that practically one-half of the people quickly recognize Majestic as a radio," Mr. Ericksen said. "We believe that this provides an extremely sound foundation on which to build consumer recognition; that it is, perhaps, a tribute to the effectiveness of Majestic's advertising of a decade ago."

"Another question asked was, 'Do you own or did you ever own a Majestic radio?' Again the response was amazing. Those who had owned Majestics, constituted 29.2% of all peo-



*"We know there's nothing to this 'free enterprise'—but we're fools if we don't adopt some of their more practical ideas!"*



composing room, reporting Lonergan as confessing, and held for release. We waited. I continued to check.

At 3:34 p.m. I spoke to the same police official who again passed by. He said, "It's raining like hell."

I managed to gasp back, "Are you sure?"

"I said," he repeated slowly, "It's raining like hell."

I grabbed a telephone connected directly to the City Desk. Assistant City Editor Edward Mahar answered.

"Lonergan's confessed," I blurted out. "He killed her."

On my end of the wire I heard swift words. Mr. Mahar had turned to Mr. Schoenstein. "Crosby says Lonergan's confessed!" There was a quick consulta-

tion. Mr. Schoenstein's voice came over the wire to me:

"Crosby, are you sure? Lonergan has confessed?"

"He's confessed," I said. "It's O.K. You can use it."

There was a click as he jammed the telephone back on its hook.

Minutes later, the Journal-American hit the streets.

As the denials began to come in, the City Desk called me.

"The District Attorney insists Lonergan hasn't confessed. Check again, will you?"

I spoke to my original informant. This time we used no code.

"You stick to what I told you," he said cryptically. "Stick to it."

I stuck to what I'd been told, Mr. Schoenstein stuck to what I told him, the Journal-American stuck to its story—and we scooped the town.

★ ★ ★

## WHAT NEW YORK NEWSPAPER WILL YOU CHOOSE IN 194V?

Journal-American readers want their news quickly, completely, dramatically. The importance of the Journal-American to them was never better shown than when its newsstand price was raised to five cents and its circulation continued to dwarf that of any other New York evening newspaper. In 194V, when you are again looking for civilian markets, we suggest you investigate the needs of New York's most enthusiastic newspaper readers.

# Journal NEW YORK American

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

Nationally Represented by The Hearst Advertising Service

New York Chicago Detroit Pittsburgh Boston Philadelphia Baltimore San Francisco Los Angeles Seattle

New York City Police Headquarters. Every newspaper in the city had its representative here. We all knew Lonergan had been picked up in Toronto the day after the murder, questioned there, then brought to New York and questioned here. Hour after hour, smiling and debair, he had denied everything. But from what we had seen, from our own experience, our hunch was strong that Lonergan was the man. In this respect, we all started from scratch.

Mr. Schoenstein telephoned me while Lonergan was being questioned:

"I want you to check your sources of information hour by hour," he said. "Check every high police official you know. If you think you may be overboard, use a code if necessary. For example, 'It's raining like hell,' might indicate Lonergan's confessed. Now, keep on checking and keep in touch with me."

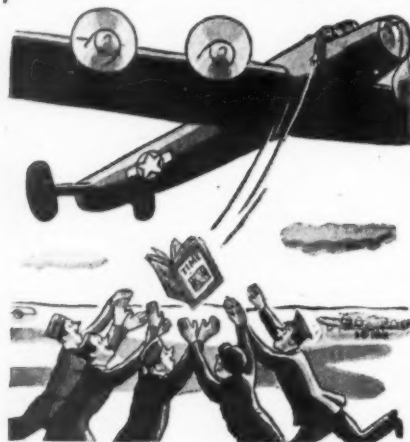
I set it up that way. I checked hourly. Three hours before the confession, a high police official passed me on the stairs at police headquarters. "It looks like rain," he said casually, and walked on.

I notified the City Desk immediately. Front page was made up at once in our

FEBRUARY 15, 1944

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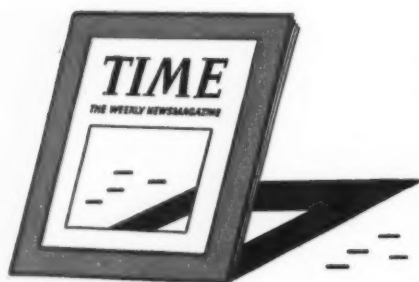
# Speaking of the post war young executive market



TIME is the Favorite Magazine  
of Army, Navy, and Marine  
Officers ...

*For example, Capt. D. J.  
of the Air Corps writes:*

"TIME has always been important to many of us, but never before have we found it so essential to a comprehensive picture of a world at war. Without the amazingly accurate reporting that TIME gives us, the machine gunner's vision of the world is limited to his sector of fire; the pilot's to his operating radius; and the rifleman's to the extreme limit of his own eyesight."



*Tops with tomorrow's  
top people too!*

[100]

ple queried in this first survey. "We maintain that this provides a wide market, a vast number of families who at one time invested in a Majestic radio, and that a large percentage of these radios can be traded in for post-war Majestics with more ease and less sales resistance because of that fact.

"This high ownership factor, we believe, may prove a strong advantage in placing the Majestic line and in getting product exposure with key department and furniture stores throughout the nation. It unquestionably places Majestic in a strong fourth position."

## "Controlled Distribution"

Majestic first took steps to prepare the trade for its coming reappearance in the field last summer. Majestic business paper advertising began to appear in the last half of 1943. Two-color space was used in all of the industry's leading magazines. These advertisements have been pounding on the theme of "controlled distribution." In conjunction with it, the company conducted a contest, open to dealers and distributors, with prizes totaling \$1,000 in War Bonds.

Many of these entries make interesting reading, because apparently the dealer today has the time to think and *he is thinking*," said Mr. Ericksen. "A surprising number of these entries were two and three pages in length. In a preponderance of cases the dealer had contacted a dozen or more families and, in his entry letter, he reflected consumer thinking plus personal opinions.

"Analysis of these letters has suggested a theme which is interesting. Quite a number of dealers asked Majestic why it didn't use some such slogan as: 'For more years—the greatest name in radio.' Findings brought to light by this contest are considered to be of great value because they will form the basis of much post-war thinking and merchandising planning."

Mr. Ericksen said that in the beginning the company launched the contest with somewhat of a tongue-in-the-cheek attitude because there was doubt that the dealers would speak up. However, the results have been so informative that the management is currently considering a further survey to bring out added salient information to be used in preparation for marketing the line immediately after the war.

"This kind of thinking, working with the information we have as a basis," Mr. Ericksen added, "means that the dealer and the public are both going to play a large part in formu-

lating the Majestic post-war radio line."

E. A. Tracey, president of Majestic Radio & Television Corp., has committed the company to an independent distributor policy, incorporating the controlled distributor plan, which means that dealerships will be limited and that the dealers will select and franchise only capable dealers. This policy, he comments, will support first, last and always a fair margin for the dealer, together with a method designed to prevent an unfair competitive attack such as could be brought on by an over-crowded retail distribution condition.

This is taken out of the book of experience and reflects a desire to institute corrective measures designed to prevent the return of those pre-war

## Meet Mr. Ericksen:

Parker H. Ericksen's experience in the radio industry dates back to 1929 when he was advertising manager of Brunswick Radio. Following that, for several years, he was advertising manager of Zenith Radio. Then for five years he was advertising manager of Bendix Home Laundry. His activities in the latter field involved the pioneering of a new and revolutionary product—the Bendix Automatic Washer—and he was given a large share of the credit for evolving merchandising plans which resulted in skyrocketing its sales. He took over his duties as director of sales for Majestic Radio & Television Corp. last October.

ills which proved detrimental to both distributors and dealers. The company's policy is simple. It aims at profits for the dealer.

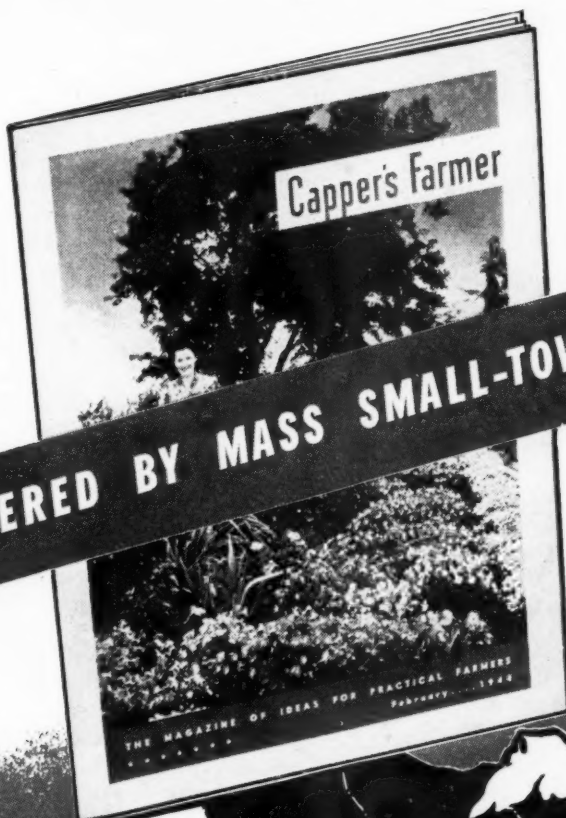
Majestic has its own post-war planning committee, with Mr. Ericksen acting as chairman. Key executives from every department serve on the committee and meetings are held regularly. The management, with its production up to capacity on wartime manufacturing, thinks nevertheless that its executives must find time, if only in off hours, to plan for the post-war period.

Frankly, there are only a few names that loom big in radio. It is pointed out that between \$60,000,000 and \$75,000,000 have been invested in advertising Majestic Radio. Hundreds of distributors in business today and thousands of retailers now operating stores, have previously dealt in the product. The management believes they are convinced of Majestic's value as a trade name, and of the saleability of the product because of the public's familiarity with it. The advertising approach, it is further reasoned, will

SALES MANAGEMENT

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UNHAMPERED BY MASS SMALL-TOWN CIRCULATION



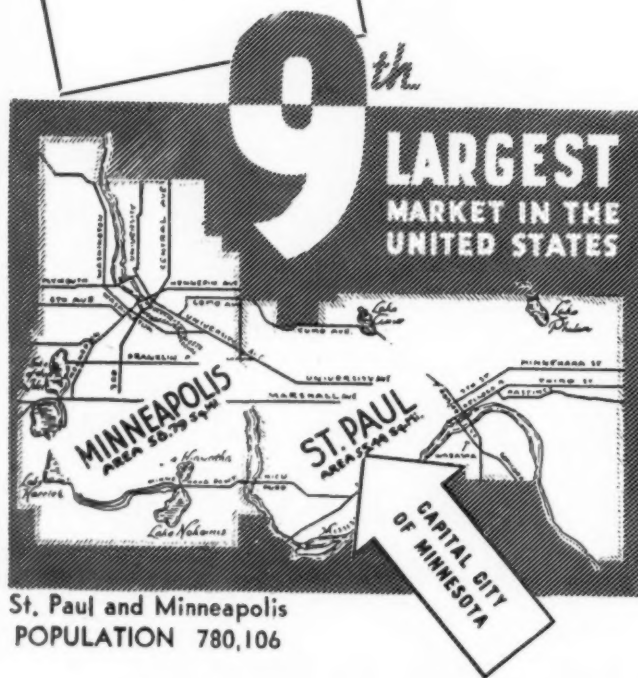
Its *farm-tested* editorial matter  
makes it important reading for 1¼ million  
mid-American families who farm for a living.

## CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

FEBRUARY 15, 1944

[101]



#### RIDDER-JOHNS, INC., NATIONAL REPRESENTATIVES

342 Madison Ave. New York    Wrigley Bldg. Chicago    Penobscot Bldg. Detroit    Dispatch Bldg. St. Paul

surely follow the pre-war pattern, as will the sales methods.

Mr. Tracey was widely known throughout the radio industry before he took charge of the reorganization in 1940. He had been a key figure in a previous development of a radio company, starting in the field in 1932. He had won recognition as an organizer and had proved that he had the ability to build an outstanding sales force. He came to the job with first-hand knowledge of distributor problems and dealer needs. Commenting on the future, he said:

#### Must Analyze V-Day Market

"Until the war ends, building war-time equipment will be our only job. After that all our energy will be directed to reestablishing Majestic to the point where it will be a contender for the foremost position in the radio market. To do this we must determine the character of the post-war demand; we must know what its strength will be and what its extent will be.

"Preliminary surveys indicate that 15,000,000 to 17,500,000 home radio sets will be wanted during the first post-war year. That demand will give us a job to do."

"If you could have your choice, would you prefer to do the job of restoring Majestic to its former place in radio immediately after the war or at some other time?" Mr. Tracey was asked.

"Immediately after the war by all odds," he replied. "It will be a time of opportunity that may never be repeated."

"Do you think that there is likely to be a wide shift in brand name values; possibly in brand leaderships?"

"Can you name the manufacturers who will be in first, second, third, fourth and fifth position during the first three years after the resumption of civilian production—in any field you want to select?" he countered. Then—

"Who knows how the present leaders will carry over into the post-war era? How can we measure the effectiveness of new plans introduced by other manufacturers, especially if those new plans are more accurately geared to new marketing conditions?"

"You think, then, that big changes are coming? And big opportunities?"

"Big opportunities and big dangers!" he exclaimed. "There will be enormous perils to the complacent. It will be a time when planning, with brains, will pay huge dividends; when lack of foresight can bring grave penalties."

JACKSONVILLE

APRIL MAY JUNE  
**FLORIDA'S BUSINESS**  
*is on a Round the Calendar!*  
 Schedule!

TAMPA

MIAMI

**IF YOU** have a story to tell, a product to sell, then tell it, sell it, in Florida, the Empire of the Sun!

You'll find a receptive audience in Florida, for new workers, new industries, have put Florida's buying power on a round-the-calendar schedule . . . and it's way up!

From one month to another, the gains have mounted steadily upward -- in payrolls, population, and purchasing power. That power, nourished by the Victory effort, will flourish in the days of peace to come.

To tell your story well, consider now this "rich new market" covered by Florida's three great daily newspapers. They mold the buying habits in Florida's three major markets with their rich trading areas.

These are great days in Florida! And greater days lie just ahead. Now's the time to build your future in the Empire of the Sun!

**TAMPA TRIBUNE**

*National Representatives*

Sawyer-Ferguson-Walker Co.

R. J. Bidwell Co., Pacific Coast

**FLORIDA TIMES-UNION**  
**Jacksonville**

*National Representatives*

Reynolds-Fitzgerald, Inc.

Noee, Rothenburg & Jann, Inc., Atlanta

**MIAMI HERALD**

*National Representatives*

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta

## Hand Tailored Programs for—

SCIENTIFIC SELECTION  
OF SALESMEN

SALES TRAINING  
PROCEDURES

COMPENSATION PLANS  
FOR SALESMEN

PERFORMANCE CONTROL

NEW SALES STAFF  
ORGANIZATION

INCREASING OUTPUT  
OF SALESMEN

**B E N G E**  
**A S S O C I A T E S**

20 No. Wacker Drive • Chicago, 6

Write — No Obligation

OUR MEN NEED  
★ BOOKS ★



SEND  
ALL YOU CAN SPARE

Help a man in uniform enjoy his leisure hours. Give your good books to the 1943 VICTORY BOOK CAMPAIGN. Leave them at the nearest collection center or public library.



### SM's Dept. of Amplification

Editor, SALES MANAGEMENT:

This refers to the interesting interview with Mr. J. D. Malcolmson, Technical Director of the Robert Gair Co., Inc., as published in your January 15 issue of SALES MANAGEMENT under the title "Are You Ready for Air Freight?" as well as the equally effective pictograph published with this article.

Obviously, this presentation was intended to indicate the remarkable upward trend of Air Express traffic dating from the year 1931 to 1942. The fluctuations in the volume of Rail Express traffic during this same period were also charted, the purpose of this comparison being to draw attention to the wide variance between the two services, and to emphasize the tremendous expansion of the Air Express revenues.

Should this be your intention, then in my opinion the pictograph chart is likely to be misleading to your readers, since both revenue figures are understatements, particularly those attributed to Rail Express. Therefore I think a further explanation is desirable.

Incidentally, the total revenue from the handling of Rail Express business during 1942 by the Railway Express Agency was slightly over \$246,000,000. Revenues from the Air Express traffic for this same period totalled \$9,036,380.36. It will be noted that these figures are considerably higher than those indicated by your chart. However, they do represent total receipts for that year.

Because of the interchange of shipments between the two services, one being closely allied with the other, about one-third of the Air Express business originates at or is destined to off-airline points, and consequently involves some rail movement at either or both ends of the journey. The Rail Express revenues for 1931 amounted to approximately \$192,000,000; Air Express revenues totalled \$64,708.32 for the same period.

The estimated Air Express revenues for 1943 will approximate something like \$11,000,000, a marked increase as compared with 1942, or since the year 1931.

Since both types of expedited transportation service will serve special purposes based on degrees of speed, it is imperative that users of these facilities have pertinent facts about their particular functions in the transportation field. Rail Express is over a century old, and has gained an indispensable position in American industry. Air Express is now in its sixteenth year of operation and has consequently accomplished substantial progress every year since its inception, as reflected by the increased tonnage and revenue gains.

The nation-wide facilities of Railway Express, including 15,000 vehicles and 60,000 employees, are available in handling

Air Express shipments anywhere in the United States, thereby providing for a coordinated Air-Rail service with vehicle pickup and delivery of shipments at all cities and principal towns.

K. N. MERRITT  
General Manager, Public Relations  
Railway Express Agency, Inc.  
New York, N. Y.

(Mr. Merritt's confusion—and perhaps confusion on the part of other readers, arises out of the fact that the figures shown in the SM pictograph were revenues paid to carriers . . . not total dollar volume of express. SM is glad to clear the record.—The Editors.)

### . . . and Correction

Editor, SALES MANAGEMENT:

This letter has reference to the article in SALES MANAGEMENT of December 15 entitled, "Treasury Refuses to Bless Drives for War Bond 'Down Payments'." The information given in your article about our priority purchase plan is not correct, and we are very anxious to put you straight.

Your story states that we are accepting War Bonds as deposits. We do not accept the bonds at all, but accept only the serial numbers as evidence that the registrant does own the bonds, and when the serial numbers of a registrant total \$500, we assign him a definite priority delivery number. There is no obligation to buy, since we are not prepared to display our post-war product.

Actually what the plan amounts to is that a registrant of bonds does secure for himself an option to buy a Cessna Car of the Air at such time as they are available and if the product meets with his approval.

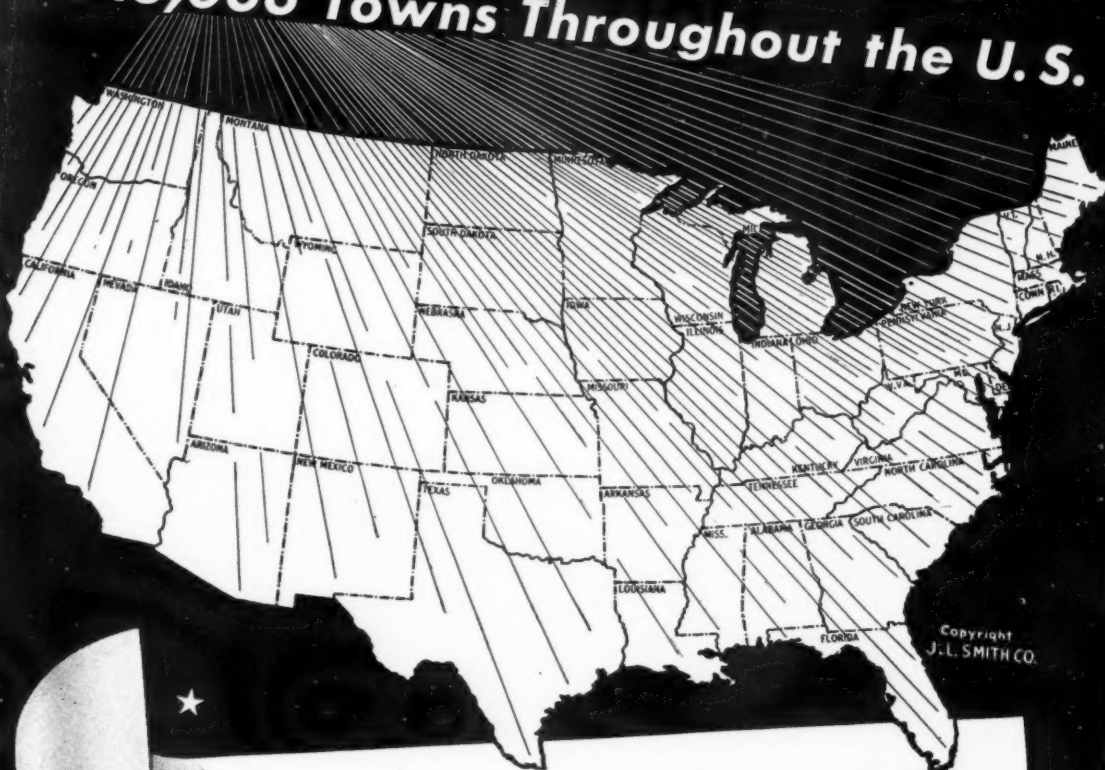
Due to the fact that War Bonds are not transferable, we think it would be a rather senseless plan to promote an idea wherein we accepted bonds themselves. It would be rather meaningless and put us in a rather bad light with the Treasury Department, since it would be one way of exerting pressure on the bond holder to convert his bonds. We presume naturally that some of the registrants under our plan will, if they exercise their priority delivery right, use the proceeds of their bonds for the purpose, but we are certainly putting no pressure of any kind on them. We don't care where they get the money.

We have felt that this plan had certain bond sales promotion features and so too has the Treasury Department. We are attaching hereto a copy of a letter from Mr. Thomas Lane, Chief of the Advertising Section, and we have since received others from the Treasury Department.

We feel this plan has been invaluable to us in indicating the extent of public interest in personal airplanes. What sales value it holds will naturally have to wait until the war is over and we are in a position to make deliveries. We believe it was not

SALES MANAGEMENT

**The Heart of GRIT AMERICA  
is 15,066 Towns Throughout the U.S.**



Copyright  
J.L. SMITH CO.

## **You Can't Sell All of GRIT AMERICA without Using GRIT**

GRIT AMERICA comprises a vast section of the U.S. where every type of merchandise is sold. Yes, 15,066 towns, each under 2500 population. Over 2,000,000 families live in these towns—18% of them reading GRIT every week. In 4,086 of those towns more than 50%—in 7,865 of those towns more than 20% read GRIT weekly.

In this rich market GRIT influence is widespread, impressive—repeatedly proven by brand purchase surveys and advertising returns. This influence is based upon three factors: wide coverage, complete reader confidence, and intense reader interest.

Yes, the New GRIT has further increased this interest with its more convenient format, added features, and greater visibility for advertising.

Capitalize upon this stepped-up reader interest. Get your share of sales in GRIT AMERICA which can be attained effectively only through GRIT.

**Make GRIT a "must" on your 1944 schedules**



GRIT PUBLISHING CO., Williamsport, Pa.

REPRESENTATIVES: OSBORN, SCOLARO, MEEKER & CO. — New York and Detroit  
JOHN BUDD COMPANY — Chicago, Atlanta, Los Angeles, San Francisco, Seattle and Dallas

★ **Small Town America's Greatest Family Weekly** ★

FEBRUARY 15, 1944

## WHAT ARE

# The Infant Industries

FOR

## Post War Development?

★

You will find them listed in Chem & Met's new book, "Cavalcade of Chemical Engineering Achievement."

Read this graphic account of the expansion of the chemical process industries, yesterday, today and tomorrow.

A limited number of copies are still available.

### CHEMICAL & METALLURGICAL ENGINEERING

A MCGRAW-HILL PUBLICATION  
330 West 42nd St., New York 18, N. Y.

## ★ Food IS TODAY'S AND TOMORROW'S PROBLEM

To meet present and future demands plants must be expanded to feed the United States — armed and civilian forces — and a large part of the rest of the world.

Fixed standards of quality must be maintained (Government dictated) regardless of shortages of processing equipment, packaging material and supplies, and personnel.

Pace must be kept with technological improvements in all phases of food production.

To do all this the manufacturer needs equipment, materials, supplies, information and counsel. And it is to Food Industries that he turns for the answer — whether on new ideas, processes, equipment or supplies — in its editorial and advertising pages.

### FOOD INDUSTRIES

To reach and influence buyers in the  
Food Processing Industry

A MCGRAW-HILL PUBLICATION  
330 West 42nd St., New York 18, N. Y.

your intention to present this plan in other than its true form and are quite sure you will be glad to make the necessary corrections in an early issue.

If there are other facts you would like to have in connection with either the priority purchase plan or post-war marketing programs, we shall be pleased to supply them.

DON VALENTINE  
Director, Public Relations  
Cessna Aircraft Company

(To Cessna, thanks for correction and amplification.—The Editors.)

## Salesmen's Salary Again

Editor, SALES MANAGEMENT:

...Regarding articles that have appeared in SALES MANAGEMENT on methods of payment to salesmen to create incentive: We have lost our copies of these articles and I am wondering if you would be kind enough to send them to me, and any other information you have regarding salesmen's salaries and post-war planning.

ROBERT J. THOMPSON  
Distribution Manager  
Wilco Co.  
Los Angeles, Cal.

(SM no longer has tear sheets or reprints of pre-war articles on compensation. We have, however, made up a bibliography of all references to compensation material which we shall be glad to send inquirers without charge. You may find bound volumes of SM in your local library. Reprints of "So You Need a New Payment Plan for Your Post-War Sales Force?" a two-part article by Burton Bigelow, which appeared in SM September 1 and 15, 1943, are available at a cost of 5 cents each.—The Editors.)

## Post-War Planning Series

Editor, SALES MANAGEMENT:

We have only recently subscribed to your most excellent publication, SALES MANAGEMENT. . . . We are most interested in your series of articles on the various phases of post-war planning. If other articles in the series are anything like those we have before us, they certainly give us food for thought. We notice . . . that the article by Burton Bigelow was the twentieth of a series, and we are anxious to obtain those that have gone before.

We believe there is some difficulty in obtaining back numbers owing to shortage of paper, and if this is impossible, we wish to inquire whether you could send us a copy of each of the articles. . . . May we congratulate you once more upon this feature, and assure you that if you are able to accede to our request, we shall be most grateful.

R. T. CANNOT  
Sales Manager  
Radio Corporation Pty. Ltd.  
South Melbourne, Australia

(SM still has a limited number of sets of the post-war articles. Single sets are available free of charge on request; multiple sets, 3 cents a copy, remittance with order. Address Reader's Service Bureau, SALES MANAGEMENT, 386 4th Avenue, New York 16, N. Y.

Distribution of these reprints is now nearing the 100,000 mark, having broken all records in SM's quarter-century history for reprint requests. Among the companies and other organizations whose executives have received them within the last few weeks are: Aluminum Cooking Utensil Co.; American Type Founders Sales

Corp.; Automatic Electric Co.; Chicago and North Western Railway Co.; Coleman Lamp & Stove Co.; Columbus Heating and Ventilating Co.; Dennison Mfg. Co.; Devoe & Reynolds Co.; Ditto Inc.; Eureka Vacuum Cleaner Co.; Office for Emergency Management, Executive Office of the President; Frankfort Distilleries, Inc.; Frigidaire Division, General Motors Corp.; International Business Machines Corp.; Johns-Manville; Ludlow Valve Mfg. Co.; McCormick & Co.; Minneapolis-Honeywell Regulator Co.; Reynolds Metals Co.; Smaller War Plants Corp.; Toledo Scale Co.; and War Production Board. — The Editors.)

## Commerce Reprints Ready

Editor, SALES MANAGEMENT:

We have been very much interested in your articles on the various divisions of the Bureau of Foreign & Domestic Commerce. Since we do not like to clip our issues of SALES MANAGEMENT, we are wondering whether these articles are available in the form of reprints. . . . If available, we would appreciate your letting us know how we can take the proper steps to get them.

C. D. PRESCOTT  
Market Analysis Dept.  
General Mills, Inc.  
Minneapolis, Minn.

(The Commerce series has been reprinted by SM in booklet form, complete with organization charts. They are priced at 10c a copy, and may be obtained from the headquarters editorial office at 386 4th Avenue, New York 16, N. Y. Remittance with order, please, to save bookkeeping.

Among the many companies that have already ordered reprints of this series are Electric Hose & Rubber Co.; Columbia Mills, Inc.; Butler Brothers; Gulf Oil Corp.; Libbey-Owens-Ford Glass Co.; Certain-teed Products Corp.; Vick Chemical Co.; Agfa Ansco; Armstrong Cork Co.; Elgin National Watch Co.; H. J. Heinz Co.; Larus & Brother Co., Inc.; La Salle Steel Co.; Procter & Gamble Co. — The Editors.

## N.S.S.T.E. Training Manuals

Editor, SALES MANAGEMENT:

In your issue of December 15, you stated that there was available a series of manuals prepared by the National Society of Sales Training Executives entitled, "Selecting and Training Post-War Sales Personnel," which is being distributed under the auspices of the CED.

Can you tell us how to obtain this series?

L. E. BARNES  
Sales Manager, Texcel Division  
Industrial Tape Corp.  
New Brunswick, N. J.

(To Subscriber Barnes and many others who made similar inquiry: Full details of the program sponsored jointly by the CED, the N.S.S.T.E., and the National Federation of Sales Executives, appears in SM for February 1, under the title "Three National Groups Sponsor Series of Sales Training Meetings." Practically the entire list of local sales executives clubs affiliated with the National Federation have already signified intention of carrying out the proposed program, which involves meetings in club cities.

The manuals will be distributed at these meetings. For further information, get in touch with J. C. Aspley, Dartnell Corporation, 4660 Ravenswood Ave., Chicago, who is vice-chairman of the Post-War Action Committee for the National Federation and the CED.—The Editors.)

SALES MANAGEMENT



## It takes more PAPER than rails to run a Railroad

**KIMBERLY  
CLARK  
CORPORATION**  
NEENAH, WISCONSIN

Yes, the paper for tickets and timetables alone, each year, would cover more than 150,000 miles of track. And those are only two of more than 3,000 forms it takes to operate a large trunk line railroad.

A train is not permitted to move from its terminal without a clearance slip. And should the train crew miss its orders, the fast freight or passenger limited racing across the continent must come to an abrupt halt.

Without way bills and bills of lading freight would be lost in transit. Without split-second schedules trains would miss their appointments with convoys. Without arrival cards, report sheets, bills, checks and all the other vital pieces of paper the railroad would be paralyzed.

Indeed paper is indispensable to the railroads...and to every other branch of commerce and industry. Today's war effort and tomorrow's peacetime progress are vitally dependent upon paper.

*Levelcoat*\* PRINTING PAPERS  
IN WARTIME

In producing Levelcoat Printing Papers during wartime, at Kimberly-Clark the constant watchword is "Conserve America's critical resources."

And while conserving wherever possible, these men are devoted to the task of producing for you the finest quality Levelcoat that can be made under wartime conditions.

\*TRADE MARK

FEBRUARY 15, 1944

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## THOSE DAYS ARE GONE FOREVER



GONE, TOO, are the old days of decentralized buying . . . when industrial salesmen had to visit many different executives in many different departments to work an order through.

Today, most industrial plants centralize buying authority in the Purchasing Department: the P. A. not only decides what products go on the approved list; he also decides what approved products actually get ordered.

As a result, industrial salesmen now concentrate their selling effort on the Purchasing Agent. They know that final decisions are made by him.

Today also, progressive advertisers make certain that their advertising is read by Purchasing Agents. How? By using . . .

**PURCHASING**, 205 East 42nd Street, New York, 17; 333 North Michigan Avenue, Chicago, 1; Leader Building, Cleveland, 14. Duncan A. Scott, West Coast Representative, San Francisco, 4, Los Angeles, 15.



One of the students at the Bridgeport Industrial Speakers' Club delivers his three-minute speech into a microphone. A phonograph records his words and a motion picture camera preserves his actions for future self-study and analysis by the club.

## Speakers' Club Gives Executives Polish & Poise on the Platform

A group of business men in Bridgeport felt themselves hampered by inability to express themselves clearly and forcefully before others. So they formed a study forum, practiced, analyzed, and practiced some more. Their new skills have proved to be assets.

BY M. S. SULLIVAN

**T**HREE and a half years ago a group of Bridgeport, Conn., business men became interested in better public speaking. The group included advertising and sales managers, purchasing agents, salesmen, factory and personnel managers, and executives who were aware of their inability to express themselves in an interesting and convincing manner. Under the direction of one man who had taken up the subject as a hobby, they studied and practiced, becoming so enthusiastic that they formed the Industrial Speakers' Club.

Under the club's influence, 330 persons have completed comprehensive public speaking courses. While the membership quota is 25, some members resign after they complete their studies, leaving vacancies for about 15 new members annually.

The club has become prominent in Bridgeport business and civic life. Its graduates are sought as speakers. Several members have been promoted by their employers, capitalizing on their

improved manner of speech. Such was the case of Francis T. Whelan, Manning, Maxwell & Moore, who pioneered the club's activities. He was a resident engineer by profession, but he was selected by the company to assume an important full-time position to train inexperienced girls and women who answered the call for war workers. Several other members have conducted "Training Within Industry Courses," in cooperation with the WPB. Those engaged in sales work report their ability to put across sales stories with greater punch and poise.

Club activities include continuous self-improvement for members, and the conducting of public courses. To be admitted to membership, one must have a sincere interest in public speaking, and must be anxious to continue the study of it. Generally, new members are selected from those who have already completed one of the public speaking courses and who wish to advance further. Meetings are held monthly, and members pay one dollar

# Never Underestimate the Power of a Woman!



Nor the Power of the  
Magazine Women believe in!

Case in point: try as we may,  
and have, and will — it's going  
to be *very* difficult to keep the  
Journal's circulation *down* to  
four million per issue in '44 (to  
save paper, as ordered). When  
women want something, they  
push back mountains to get it!

**LADIES' HOME  
JOURNAL**

Largest audited circulation of ANY magazine



a meeting. Meetings are now held at a local hotel where club members attend a dinner and hear guest speakers.

Since classes are limited to 25 persons, more attention can be given to the individual. The fee is \$10 and the course includes 10 weekly lessons which are mechanically recorded to facilitate teaching. When a student first addresses his class, he speaks over an amplifying system which emphasizes his delivery. Then a movie is taken, showing the student's appearance. Finally a mechanical recording of the entire talk is made. These aids

provide the basis for self-study, also for analysis by club critics.

The subjects covered in the lessons are: preparation, platform manners, breathing, gestures, heckling, introducing speakers, after-dinner speaking, memory training, and argument. The course revolves around the necessity for correcting the prevalent faults of public speaking.

What are these faults? Overshadowing all others is the student's lack of confidence in his subject. He may race through his talk, he may lose his line of thought, or he may develop a mild sort of panic. The underlying reason is generally that the student thinks, "Aw, heck, who's interested in this anyway!"

The key to the problem, says the sponsor of the club, is to induce the student to spend more time on preparation, to dig for interesting facts, to use longer, smooth-flowing sentences interspersed with shorter ones to quicken the pace. Sentences and paragraphs should be so planned as to lead easily from one thought to the next. All excess padding should be removed.

#### Disciples of Demosthenes

Another important problem is breath control. The inexperienced speaker often has a suffocated nasal tone or a strained throaty manner of speech, tiring both speaker and listener. Practicing for correct breath control is an important part of the student's three-minute talk, which he is asked to give during each class session. "Get the tone up from the diaphragm," say club instructors. To perfect tone, the student is asked to talk with a small block of wood in his mouth. This method of instruction, borrowed from the orator Demosthenes, forces the breath up from the diaphragm, giving smoother, mellower tones. It also makes the men enunciate more clearly and breath more deeply. As the student gives his weekly talk, his progress is indicated by the movie and the mechanical voice recording of each talk. In addition to self-analysis, each talk is appraised by two club critics who select the objectives for improvement in future work.

The mechanical recordings also reveal faulty diction and common grammatical errors, many of which have become deeply rooted in the student's speaking technique. They emphasize the slighted *ings*, the common *d'ya know* and *cancha see*. They catch the man who always says *stacion* for *station*, and the man who pronounces *roof* with the shorter double *o* sound.

Another common fault, worthy of an entire lesson, relates to gestures. Without realizing it, many speakers

WORCESTER, MASS.

**Per Capita  
Savings  
\$952.00**

**A MUST Market  
in New England**



Photo by Lambert

Worcester's per capita savings are FOUR times the U. S. average — almost DOUBLE the high average for New England — and are steadily increasing. For the year ending Oct. 31, 1943, Worcester's five Mutual Savings Banks alone report a gain in savings deposits of \$12,669,600 — and while Worcester folks were "salting away" these millions in savings accounts they were investing many more millions in U. S. War Bonds. In the year ending Nov. 30, 1943, Worcester's War Bond purchases totaled \$31,473,225.

POPULATION: City Zone 235,125. City and Retail Trading Zones 440,770. This market — rich, stable, responsive — is blanketed by The Telegram-Gazette.

**The TELEGRAM-GAZETTE  
WORCESTER, MASSACHUSETTS**

GEORGE F. BOOTH Publisher

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG



And from El Paso to Norfolk, from Louisville to New Orleans—it's building up more steam day by day . . . steam that will spell sales both immediate and post-war. There's something cooking in today's new South that you ought to take a peek at now. Because out of the kettle is coming the most extensive and largest advertising frontier that America has ever known. Oil, sulphur, coal, magnesium, iron, agricultural production—the South's great natural resources—are being turned by the wheels of the South's *own* industries into dollars in the pockets and war bonds in the lock boxes of Southern families—dollars that are waiting to be spent for every kind of accessory and necessity that will make post-war living in America better than ever before. Take a peek at what is brewing in the South today and you'll decide that now is the time to win good will, acceptance and friendship throughout the Southland. Take a peek at Holland's and you'll know that the quickest, surest way to reach the heart of today's new South is through your advertising in Holland's—the magazine of the new South.

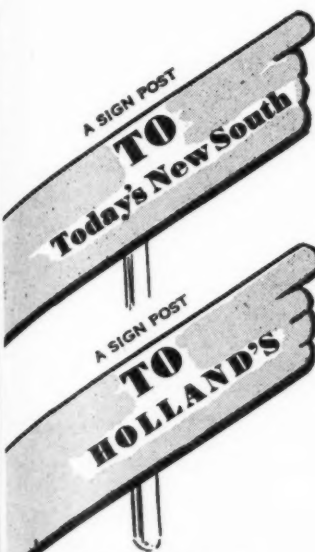
## THE SOUTHLAND LEADS AMERICA IN POPULATION GAIN

Fifteen out of the 21 metropolitan markets with the greatest percentage of civilian increases lie in Holland's South.\* Eleven out of the first 21 cities registering the largest numerical increase are in today's new South. A Department of Commerce study of metropolitan areas shows that five out of the six Class A-1 areas with the BEST prospects of retaining wartime growth lie in today's new South. Five out of the six Class A-2 areas with SUPERIOR prospects of retaining wartime growth lie in today's new South. Eleven out of the 16 cities in Class A-3 areas with EXCELLENT prospects of retaining wartime growth are in Southern cities. The accepted indices of business are pointing the finger of the future at today's new South.

## 72% OF HOLLAND'S FAMILIES OWN THEIR OWN HOMES

In today's new South the Holland's market is the home owner market. 78% live in single family dwellings. 88% have children. 78% of the entire family in the new South read Holland's. The Southland *lives* at home and *loves* its home—and Holland's is tuned to the home character of the Southland. That's why your advertising in Holland's attains 48% more reader interest than in leading magazines in proportion to circulation, as proven by a L. M. Clark Reader Interest Survey. Holland's will help you put the welcome mat on the doorstep of Southern homes for your products in today's new South. A few choice color positions for 1944 are still available. Write, wire or phone for reservations.

\*Complete figures on request.



# Holland's

## The Magazine of the New South

52 VANDERBILT AVENUE, NEW YORK 75 EAST WACKER DRIVE, CHICAGO  
205 GLOBE DEMOCRAT BUILDING, ST. LOUIS  
West Coast Representatives: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO  
GARFIELD BUILDING, LOS ANGELES

★ DALLAS ★  
★ TEXAS ★

FEBRUARY 15, 1944

[111]

NO MATTER WHAT YOUR  
*tastes*



*...if you lived in Portland*  
**YOU'D READ THE JOURNAL!**

WHETHER YOU eat at the Algonquin or the Automat, whether you like Beethoven or Boogy-Woogy, if you lived in Portland you'd subscribe to the Journal.

The Journal is read by 22% more families in the Portland Trading Zone than any other daily newspaper. And, 81% of its daily city circulation is delivered direct to Portland homes.

This preference for The Journal by men and women in all walks of life is due primarily to The Journal's popular balance of news and features. Due also to the fact that when The Journal goes to press it's mid-afternoon in Portland, but it's six p.m. in New York; and midnight or later in much of the rest of the world. This natural time advantage enjoyed on the Pacific Coast, only by afternoon newspapers, enables The Journal to bring its readers local, national, world news the same day it happens.

No wonder The Journal is today, as it has been for years, the preferred newspaper in the Portland area, enjoying the largest circulation in its history.

#### The Portland Trading Zone

*...is a market of 715,711 people according to the Oct. 1, 1943 figures for Ration Book 2.*

*...has a population 33% greater than all the rest of Oregon.*

*...has an industrial payroll that averages over 48 million dollars monthly.*

#### Here The Daily Journal

*...concentrates 130,225 of its 162,923 total circulation... the leading medium in Oregon's Only Major Market.*



## The JOURNAL

### PORTLAND, OREGON

**Portland's Only Afternoon Newspaper**

Represented by REYNOLDS-FITZGERALD... New York, Chicago  
Philadelphia, Detroit, Los Angeles, San Francisco

gesticulate ridiculously, using up nervous energy without accomplishing anything. A student's gestures often reflect self-consciousness, a panicky desire to hold his audience. "Use gestures only when they add something in the way of desirable emphasis," say club instructors. Faulty gesture technique is clearly brought out in the movie; each man sees his own peculiar mannerisms, his awkward facial expressions and body positions.

In addition to a three-minute talk at each meeting, the student generally gives a half-hour talk at one of the sessions, and serves as master of ceremonies at another meeting. At a banquet meeting, students take turns in after-dinner speaking. This procedure makes for better speaking in all phases of the art. The student develops greater confidence and more assurance.

#### "The Green Speaker"

To sell new students on the overall progress in study, the club is now using "The Green Speaker," an idea developed by A. J. Griffin, Jr., a past president of the club, and now director of club publicity. At the first session of a new school, students are shown a large-size model of a man in silhouette form, the entire figure painted green. This sells the students the idea that they are green-horns, and all are starting from scratch. No matter how old a man may be, he starts at the very beginning. As the student advances, the model is clothed by pinning on various parts of his attire, until he becomes "The Finished Speaker." Here is the evolution:

1. On your feet. Strange as it may seem, getting the student to stand properly on both feet is important. He often wobbles, turns over and back on his feet and sometimes crosses one foot over the other in country-store fashion. At this point the student learns correct poise, and the model gets his feet and legs pinned on.
2. Hands up. Meaningful use of the hands and arms is developed.
3. Shoulder arms. At this point is stressed putting the shoulders to the job of preparation, which is the toughest part of the lesson.
4. Eyes front. The beginner learns facial expression to dramatize speech.
5. Use your head. The student learns to think on his feet. Here the silent man gets his head, and thereby becomes the finished product.

When the war is over, the club hopes to have three different types of training: 1. Training for returning servicemen. 2. Training for industry workers, foremen, and top management. 3. A specialized course in selling.

SALES MANAGEMENT



**IF YOU'RE** a business executive, hunting the leading magazine in the field, you *might* toss all the contenders downstairs . . . choose one highest up.



**OR YOU MIGHT** fan them out before you, and give them the old "Eenie, Meenie, Miney, Mo." (A long shot—we do not advise it.)



**PERHAPS YOU** might ask your Secretary. (In the movies, secretaries know just *everything* about business.) Still risky, though . . .

**BUT** the *simplest, wisest, quickest* way is to cast an eye at three fast facts — and determine which magazine:

1. Has largest business circulation
2. Has greatest reader response
3. Costs less per reader

**THEN YOU WILL**

*Choose the leader...*

Facts and figures—detailed and interesting—are available to support all NATION'S BUSINESS claims. Write or phone any Nation's Business office—New York City 17, 420 Lexington Avenue, (MObawk 4-3450); Chicago 3, 30 South Dearborn, (Central 5046); Cleveland 15, 648 Hanna Building, (Cherry 7850); Atlanta 3, Walter Meeks, 101 Marietta Avenue, (Walnut 6674); San Francisco 4, Blanchard-Nichols, 100 Bush Street, (Garfield 8930); Los Angeles 12, Blanchard-Nichols, 448 South Hill Street, (Michigan 3466); Washington 6, 1615 H Street, N. W., (National 2380).



FEBRUARY 15, 1944

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DOWN SOUTH  
IT'S ...

W

L  
NASHVILLE  
TENN.

A

C



50,000 WATTS  
gateway to the rich  
Tennessee Valley



represented by  
**PAUL H. RAYMER CO.**

## A Thumbnail Chat with Salesmen About Fostering Good-will

In the peculiar conditions brought about by the existence of a sellers' market, many a salesman has forgotten the first principles of creating and holding good-will. Here's a pointed comment on the subject for you to reprint in your sales bulletin.

BY J. A. NIEHAUS

*Agency Manager, Monumental Life Insurance Co.  
Baltimore*

**"P**EACE on Earth, Good-will Toward Men" is usually given large space during the month of December. In most cases, the prominence given to this is inspired by the approaching holiday season. While this is appropriate, it is difficult to believe that the phrase should be seasonal insofar as selling is concerned. For if salesmen are to continue their selling contacts on a friendly basis, good-will must be created and maintained throughout the year.

### A Definition of Good-Will

What is good-will? My answer would be that it is an attitude of combined friendship, sympathy, interest, and consideration on the part of one person toward another. This attitude should be expressed whenever two persons are mutually concerned.

How is good-will created and maintained? Good-will, like loyalty, cannot be purchased. It must be earned through deeds and actions which indicate one's sympathy for, interest in, and consideration of others. These deeds and actions need not be big ones commanding public attention, but little deeds, going no farther than the mental storehouse of the person for whose benefit they were meant. Do not fear that they will not be recognized by others, for the persons who benefit from your kindness and consideration will give to you a great deal more valuable advertising than you could purchase with the time and money spent in expressing your good-will to them.

To give a better picture of what creates good-will, let me tell about a man who represents a printing company with whom we have had business relations.

The former salesman who called upon us as a representative of this firm has joined the armed service. George Anderson took over his territory. During the first interview

with Mr. Anderson, we found him to be a man in his early forties, with an interesting and pleasant personality, easy to talk with. His outward appearance would not indicate any unusual qualifications or sales ability.

Shortly after his call, I received by mail a pamphlet from Mr. Anderson, with a short memorandum attached, stating that the pamphlet had come to his attention while interviewing another customer. As it pertained to our business, he thought I might be interested in seeing it. A few weeks later, I received from him another



**The Mark of Better Envelopes  
For Every Business Need ...**

The Tension imprint reproduced above is your assurance of fine craftsmanship in envelopes. Accomplishment, gained through over half a century of manufacturing quality envelopes is signified by this imprint.

This mark reflects your good judgment in purchasing quality envelopes for mailing, packaging and filing.



**TENSION ENVELOPE CORP.**

NEW YORK 14, N.Y. ST. LOUIS 3, MO.\*  
MINNEAPOLIS 15, MINN.\* DES MOINES 14, IOWA\*  
KANSAS CITY 8, MO.\*

\*Originally Berkowitz Envelope Co.

SALES MANAGEMENT

THE **BIG BUY** OF 1898

**\$4,000,000**

*Hawaiian Islands*

THE **BIG BUY** OF 1944

**\$7200\***

\* A DAYTIME QUARTER-HOUR ON THREE STATIONS

*The  
Cowles  
Group*

Basic value of the Hawaiian Islands to the U. S. lies not just in beaches and pineapple, but in the vast ocean areas kept under strategic control.

Similarly, for advertisers, the basic value of the Cowles Group lies not only in the adjacent retail markets, but in the vast food-producing empire these stations serve, including:

- 16 wholesale centers, over 25,000.
- 80 retail centers, 5,000 to 25,000.
- 601,543 farms, each a war-industry in itself.
- 1,387,690 radio homes (daytime primary) with population-total far above 6,000,000.

To this entire region, Cowles Stations beam your advertising at group rates as low as \$72 for a daytime quarter-hour on three stations . . . truly the **BIG BUY** of 1944.

**GEARED FOR RESULTS**

THE  
**COWLES**  
STATIONS

AFFILIATED WITH THE  
DES MOINES REGISTER  
AND TRIBUNE

**WMT**

CEDAR RAPIDS  
WATERLOO

**KRNT**

DES MOINES

**KSO**

DES MOINES

**WNAX**

SIOUX CITY  
YANKTON

REPRESENTED BY THE KATZ AGENCY



"INSPECTION!"

## When you want to know GO TO AN EXPERT

WE CAN, for instance, think of no one better qualified to give you sound advice on choosing papers than your printer.

In fact, we'd be delighted to have you get his impartial opinion of Rising Papers. His own reputation for fine work depends largely on the quality of paper he uses—and these same printing experts have been using the various Rising papers for many, many years.



Prices on a par with other quality papers. Among many lines: Rising Bond (25% rag), Rising Line Marque (25% rag), Finance Bond (50% rag), Rising Parchment (100% rag). The Rising Paper Company, Housatonic, Mass.

ASK YOUR PRINTER—HE KNOWS PAPER

[116]

item which related to our business. Then one morning he telephoned and told me that he had read a book which he thought I would like, informing me of the title and the author and offering his copy to me.

These mail and telephone contacts have continued throughout the past year. I have seen Mr. Anderson personally three times during the year. Once he called at the office to check up on our stock of various items printed by his company. On each of the other two occasions, I telephoned to him, requesting that he submit an idea and an estimate on a printing job.

You see, when there was some material to be ordered in his line, his name immediately became a part of my thoughts. His good-will gestures throughout the year, in the interest of me and my business, had indelibly impressed upon my mind his name and the product he sells. Consequently, when the opportunity presented itself, I felt in a way obligated to him for his interest in me.

### Good-Will Wins the Order

The printing jobs we wanted to have done were competitive. For that reason other firms were asked to submit ideas and estimates. The ideas submitted by three companies, including Mr. Anderson's, were good, and the prices about equal; but, when we ordered the job, Mr. Anderson received more consideration—and both contracts. The art of selling had won out over the act of selling. In both cases, the men in competition with Mr. Anderson had done nothing more than to attempt to sell printing; whereas, Mr. Anderson, through his good-will gestures, had done something to justify more consideration.

I am well acquainted with Mr. Anderson's employer too. About a month ago we had lunch together. I complimented him on his good fortune in having the services of such an ideal salesman as George Anderson. To my surprise, he told me that Mr. Anderson had been selling for his company for the past eighteen years, but, strange as it may seem, for sixteen and one-half years of this period, he had done only an average job.

Mr. Anderson's employer then went on to tell me that about eighteen months ago he and Mr. Anderson had a serious heart-to-heart talk about salesmanship and Mr. Anderson's future. During this discussion, he said, several good thoughts were brought out by both—thoughts which Anderson agreed to put into practice. And, most important, he *did* put them into practice. Within six months fol-

SALES MANAGEMENT

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FEBR

lowing this discussion, I was told, Mr. Anderson had developed a new personality and a more effective selling technique. He began to take notice of the interests of others; and, whenever it was possible to do so, he would indicate his interest in some way or other.

His employer also added that Mr. Anderson has carried his new personality right into the office and shop, and that each morning he finds some time to say "Good morning!" to the shop and office workers. He often stops to talk with one or more of them, and gives them a pat on the back for some favor he thinks they did for him in getting a job out. The result is that Mr. Anderson's printing jobs are now given precedence over those of other salesmen. Even Mr. Anderson's employer has trouble getting his jobs on the press these days, especially if Mr. Anderson has any work to be done. Mr. Anderson has created that important asset—good-will toward everybody—and is reaping its many benefits.

#### "Good, Common Sense"

To give you the benefit of Mr. Anderson's new viewpoint, I invited him and his employer to lunch with me recently. During the course of conversation, I asked Mr. Anderson what caused him to change his selling technique. His reply was, "All my life I have liked people and have been interested in people, their families, and business—but they never knew it. So I decided to make my likes and interests known to them through little good-will gestures."

I asked Mr. Anderson if it required much time, effort, or expense on his part to show his interest constantly in others. He replied, "It requires very little of anything, for during my interviews my customers often call my attention to various items. As I examine them, I think of my other customers and decide who might be interested in such items. If copies are available from the customer with whom I am talking, I ask him for some of them. If not, I secure the name and address of the firm responsible for the item and send in a written request for a certain number of copies. In each case, I acquaint the firm with the purpose of my request. I never have had a request ignored or turned down. The rest is simple. I either make a personal delivery following a telephone call, or mail the item to the person who might be interested in it. Five cents' worth of gasoline or a two- or three-cent stamp is the cost of doing the job."

Good, common sense, isn't it? A simple procedure founded on practi-



## The Nation's

# HIGH-SPOT CITY

Austin, capital of Texas and home of Station KNOW, is the nation's top-ranking city in percentage of gain in retail sales and services over February, 1943!

**For Availabilities  
Ask  
SPOT SALES, INC.  
National  
Representatives**

This month retail sales and services in Austin skyrocketed 58.6% above the volume of last February, as shown by the list of "High-Spot" cities published in the January 1st issue of Sales Management. The magazine projects its estimate a month ahead.

Use KNOW to get your share of this vastly increased business in Austin. Follow the lead of local radio advertisers, who spend more than 60% of their money over KNOW—the top station in the nation's "high-spot" city!

**ADVERTISERS  
IN THE "KNOW"  
USE.....**

# KNOW

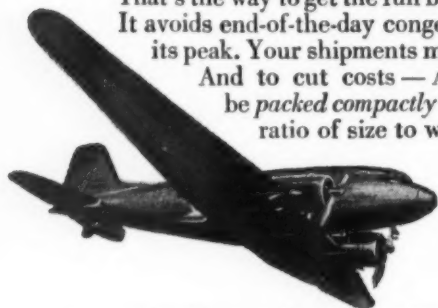
**BLUE AND MUTUAL NETWORKS**

**TEXAS STATE NETWORK**

# SHIPMENT READY? REACH FOR THE PHONE!



**W**HEN your AIR EXPRESS shipments are ready, reach for the phone. Don't wait for "routine" afternoon pickups. Pack as early in the day as possible and SHIP WHEN READY! That's the way to get the full benefit from AIR EXPRESS service. It avoids end-of-the-day congestion when Airline traffic is at its peak. Your shipments move faster, are delivered faster. And to cut costs — AIR EXPRESS shipments should be packed compactly but securely, to obtain the best ratio of size to weight.



## A Money-Saving, High-Speed Tool For Every Business

As a result of increased efficiency developed to meet wartime demands, rates have recently been reduced. Shippers nationwide are now saving an average of more than 10% on Air Express charges. And Air Express schedules are based on "hours", not days and weeks — with 3-mile-a-minute service direct to hundreds of U. S. cities and scores of foreign countries.

**WRITE TODAY** for "Vision Unlimited" — an informative booklet that will stimulate the thinking of every executive. Dept. PR-2, Railway Express Agency, 230 Park Avenue, New York 17, N. Y.



Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION  
Representing the AIRLINES of the United States

cal ideas which have good, sound selling psychology—and it produces results, too. At least George Anderson and his employer say it does, and they should know.

Good, homespun philosophy! What good is it to like people if you don't let them know that you like them? What good is it to be interested in people if you don't let them know that you are interested? I wouldn't know, would you?

Maybe you don't have the opportunity to review and pick up items which could be mailed to your clientele who might be interested. If not, there are many other ways of accomplishing the job for you. Being familiar with your trade and your product, you could easily ascertain the personal or business interest of each of your customers. Then, by applying intelligent thought to each of these interests and recording them in your mental storehouse, you could from time to time find some reason for a mail or telephone contact which would bring to their attention something which would be applicable to their personal or business interests. This small effort would do much to achieve what every salesman should achieve—customer good-will. It imprints the salesman's name indelibly on the customer's mind, so that whenever there is any discussion of production, the name of the salesman becomes a part of that discussion.

Little human gestures of interest do much to create and maintain good-will. And needless to say, many benefits are enjoyed by the person who takes the time to study the interests of the persons from whom he derives the greater portion of his livelihood.

## Recommended New Books for Marketing Men

"*The American Story of Industrial and Labor Relations*," by the New York State Legislative Committee on Industrial and Labor Conditions. Published by The Williams Press, Albany, New York. Price \$1.50.

"*The Return of Opportunity*," edited by William H. Kuhns. Published by Harper & Bros., New York City. Price \$3.

"*Handling Personality Adjustment in Industry*," by Robert N. McMurry. Published by Harper & Bros., New York City. Price \$3.

"*Wage Incentives in Wartime*," by Consolidated Management Consultants. Published by Same. Free of Charge.

"*My First Seventy-Five Years*," by Theodore Regensteiner. Published by The Regensteiner Corp., Chicago. Price \$3.

"*Postwar Tax Policy and Business Expansion*," by Lewis H. Kimmel. Published by the Brookings Institution, Washington, D. C. Price 50c.

"*Post-War Planning Now*," Published by the New York Journal of Commerce, New York City. Price 25c.



Four out of ten Newsweek families (who own 1.3 autos) are planning extended trips in the U. S. after victory.\*

## Do the Significant People like to travel?



25.1% of Newsweek families are planning now to take a trip out of this country after the war.\*



26.1% of all Newsweek families regularly take trips by plane.\*

If you're "going places" after the war, here's a key market for your selling efforts now! The readers of Newsweek! These Significant People bring you two important advantages: (1) They are an audience possessing unusually diversified activities and high buying power, and (2) they bring a quality of reading to Newsweek which has seldom been paralleled.

This audience has been gained by Newsweek as a result of its vital editorial policy of impartial reporting, news significance, and forecasts of the future. And advertisers have awarded Newsweek an increase in advertising revenue, among general magazines, from twenty-second to fifth place in the past six years!

\*According to a recent survey, the results of which are being presented in a series of advertisements in this magazine. Further detail on request.



A WELL-INFORMED PUBLIC IS AMERICA'S GREATEST SECURITY

# Media & Agency News

## Agencies

With appointment of Batten, Barton, Durstine & Osborn for DeSoto Division, Chrysler Corp. completes its advertising agency setup. The Chrysler Division is now with McCann-Erickson, Plymouth with N. W. Ayer & Son, and Dodge continues with Ruthrauff & Ryan. Dodge trucks are with Ross Roy, Inc., and Airtemp with Grace & Bement. Ayer and Ruthrauff & Ryan both will handle institutional.

\* \* \*

Paul de Guzman, from J. M. Hickerson, Inc., and Edward F. Royal, from Pan American Airways, form Royal and de Guzman, advertising and public relations, at 452 Fifth Avenue, New York. . . Earl E. Sproul, formerly vice-president of Western Newspaper Union, launches Agency Service Corp. at 105 West Monroe Street, Chicago. . . Ray E. Collier, for 17 years with Buffalo *Evening News*, starts an

agency under his name in the M. & T. building, Buffalo.

\* \* \*

John H. Owen buys the interests of Harold A. White and Mortimer Lowell in White, Lowell & Owen, New York, and changes its name to John H. Owen, Inc. . . Lamport, Fox & Co., South Bend, becomes Lamport, Fox, Prell & Dolk, Inc., with no changes in executive personnel. . . John A. Cairns & Co., New York, opens a Cambridge, Mass., office in charge of Graydon Smith. . . Hicks Advertising Agency, New York, observes its 75th anniversary.

\* \* \*

Kansas City office of Ferry-Hanly Co. will become a separately financed partnership, Bruce B. Brewer & Co., on March 1. The new agency will serve present Kansas City clients of, and will cooperate with, Ferry-Hanly, New York. Facilities of Wallace-Ferry-Hanly, Chicago, are being expanded.

\* \* \*

McCarthy Co., Los Angeles, said to be the oldest and largest industrial advertising agency west of Chicago, observes its 25th birthday.

\* \* \*

Albert G. Graff becomes media director of Ivey & Ellington, New York and Philadelphia, succeeding Roland Van Nostrand, now network time buyer with Benton & Bowles. . . Michael F. Mahony, former executive vice-president of Maxon, Inc., becomes an executive with Arthur Kudner, Inc. . . Frank W. Nye, for seven years advertising director of Simplicity Pattern Co.'s publications, joins Dundes & Frank, New York.

\* \* \*

John P. Derum becomes New York

manager of Brisacher, Van Norden & Staff. . . Dr. Wallace H. Wulfeck, research director, and John S. Davidson, radio director, are elected vice-presidents of Federal Advertising Agency. . . Arthur Hurd, from *Newsweek*, joins J. Walter Thompson Co. in charge of media research. . . Lester J. Mallets becomes radio and media director with Weiss & Geller, New York. . . Russel M. Seeds Agency, Chicago, opens a New York office at 366 Madison avenue with C. A. Snyder as manager. . . Joseph J. Finn and Gordon E. Taylor are named vice-presidents of Reincke-Ellis-Young-green & Finn, Chicago.

\* \* \*

**Accounts:** California Wine Sales, Inc., Lodi, Cal., an association of 300 growers, to Erwin, Wasey & Co., San Francisco. . . Mallory Hat Co. to Duane Jones Co., New York. . . George Weston, Ltd., biscuits, to Calkins & Holden. . . Carter Products, Inc., to Abbott Kimball Co. for Hush deodorant. . . Linen Thread Co. to Fuller & Smith & Ross, New York. . . Avoset, Inc., maker of a "stabilized" cream, to Beaumont & Hohman, San Francisco. . . Sweet-Orr & Co., men's work clothes, to Reiss Advertising, New York. . . Charles Ammen Co., Ltd., maker of Ammen's powder, to Cecil & Presbrey. . . M. W. Kellogg Co., engineer and builder of high-octane gasoline plants, to J. M. Mathes, Inc.

## Radio

WQXR, New York, and its frequency modulation station, WQXQ, have been sold to the New York *Times*, subject to approval by Federal Communications Commission. Purchase price was "over \$1,000,000." Arthur Hays Sulzberger, president and publisher of the *Times*, announces that John V. L. Hogan and Elliott M.

**ALFRED P. BERRY**  
Directing Merchandising and Sales  
in Major Variety Chain Stores  
**FOR**  
**ATLANTIS SALES CORP.**  
**BAUER and BLACK**  
**JANUARY and WOOD CO.**  
381 FOURTH AVE., NEW YORK, 16, N. Y.  
**MERCHANDISING CONSULTANT**

Competent Salesman and Factory Representative well organized on Pacific Coast seeks additional lucrative lines or items on commission basis. P. O. Box 4039, West Los Angeles 24, California.

HELPING TO WIN THE WAR  
**PATRIOTIC ADVERTISING SPECIALTIES**  
Help maintain civilian morale and improve your business at the same time. Place your name before your customers with Exclusive Art Calendars, Gift Leather, Billfolds, Freedom Wallets, Diaries, Mechanical Pencils, Safety First Cases, Novelty Key Cases, countless other items. Inexpensive, resultful.  
**ADVERTISERS PUBLISHING CO.**  
Dept. SM-2, Ann Arbor, Mich. (Salesmen Wanted)

**MANUFACTURERS**  
—What have you for postwar sale and distribution? We have large plant and equipment prepared to warehouse and ship your product nationwide. Our sales and advertising department will plan sales and merchandising or co-operate with you if already established. Write fully for interview.  
Granville Class, Pres.  
**THE CONSOLIDATED MANUFACTURING CO.**  
519 No. Findlay St. Dayton 3, Ohio



Members of Columbia Broadcasting System's Affiliates Advisory Board attend a meeting at network headquarters in New York City: (front row, left to right) Leo Fitzpatrick, WJR, Detroit; I. R. Lounsbury, WKBW, Buffalo; Hoyt B. Wooten, WREC, Memphis; C. T. Lucy, Chairman of the Board, WRVA, Richmond, Va.; Arthur B. Church, KMBC, Kansas City, Mo.; (back row, left to right) Clyde W. Rembert, KRLD, Dallas; Ranklin Doolittle, WDRG, Hartford; C. W. Myers, KOIN, Portland, Oregon, and John M. Rivers, WCSC, Charleston, S. C.



**9**  
out of  
the first  
**10**

**33**  
out of  
the first  
**50**



**15**  
out of  
the first  
**20**



...of all programs on the air!



**WMAQ**  
**CHICAGO**

Latest independent surveys place WMAQ programs far out in front. They show that the great majority of all listeners favor the top-flight NBC shows which distinguish this station—shows made possible by America's leading advertisers and agencies and the outstanding talent they have assembled.

This fact should be of vital significance to you if you are interested in reaching the Nation's Second Market—a market which has a potential listening audience of 2,855,700 families who spend over *three and a half billion* dollars a year. When you buy WMAQ time you are placing your radio advertising where it will do the *most good*. A "natural" for local or spot campaigns.

They all tune to the

**National Broadcasting Company**

It's a National Habit

America's No. 1 Network



A Service of Radio Corporation of America

FEBRUARY 15, 1944

[ 121 ]



A. H. Sulzberger of the N. Y. Times now owns a radio station, . . . Station WQXR.



And John V. L. Hogan will continue as president of Station WQXR.

Sanger, president and executive vice-president, respectively, of Interstate Broadcasting Co., which has operated the stations, will continue as chief executives. Nicholas Roosevelt, former American minister to Hungary and former deputy director of OWI, will be liaison executive between the newspaper and its broadcasting interests.

The Times will maintain the "high standard and unique quality" of WQXR programs. . . In a recent survey, WQXR found that 76% of its audience has listened from three to "more than five years;" that in the last two years its audience increased more than 20%; that 32.5% are in the over-\$5,000, and 45% in the \$2,500-\$5,000 income brackets. Almost 98% of listeners said they are satisfied with WQXR music, and

94% satisfied with its news programs. Their morning paper reading preference happens to be the New York Times!

\* \* \*

Both NBC and CBS make all network programs available to frequency modulation stations operated by their standard band affiliates. Niles Trammell, NBC president, says that "as soon as an adequate number of affiliates have established companion FM stations," NBC will introduce "either improved telephone circuits covering a broader range of frequencies . . . or an automatic relay system capable of transmitting FM programs from point to point with high fidelity." He predicts post-war organization of "several new national networks of FM broadcasters."

\* \* \*

Reporting to a recent meeting of Columbia Affiliates Advisory Board in New York, Paul Hollister, vice-president, said that 128 stations took part in the network's program promotion campaign last fall. Each conducted a sustained and uniform campaign on 51 full-network programs, through a total of 420 newspapers, 210,000 program posters, 500,000 program cards, and transportation media reaching 40,000,000 riders daily.

\* \* \*

WHBQ, Memphis, and WRGA, Rome, Ga., join Mutual. . . KSO and KRNT, Des Moines; WMT, Cedar Rapids, Iowa, and WNAX, Yankton, S. D., all Cowles stations, rule out "cow-catcher" and "hitch-hike" announcements. . . WIBW, Topeka,

Kan., gets 55% returns from a request to 1,900 recipients to re-wrap, re-tie and return empty shipping boxes used in a salt-and-pepper shaker mailing piece. . . A "bank day" promotion for the Fourth War Loan drive, conducted by WBT, Charlotte, N. C., produced 75% of the city and county quota in the first four days of the drive. . . American Network, Inc., employs Kenyon & Eckhardt for a survey on which post-war network frequency modulation programs will be based.

\* \* \*

NBC will hold three-day war clinics with affiliates, in New York starting February 28; Atlanta, March 5; Dallas, March 9; Chicago, March 13, and Los Angeles, March 20.

\* \* \*

C. E. Hooper, Inc., supplements its nationwide "Hooper ratings" with "city-by-city ratings."

\* \* \*

The Cooperative Analysis of Broadcasting announces expansion of its service to take effect about April 1. The number of cities covered will be jumped from 33 to 81, with the new setup a cross-section of cities over 50,000. At a later period, small towns and rural areas will be added. The number of calls made per year will be trebled, the new figure being 6,300,000.

The most revolutionary change in C.A.B. methods of radio service is a substitution of the coincidental for the recall method in telephone homes. A combination with recall will be added later in the year when non-telephone homes are added.

To afford a comparable measurement with the past, the C.A.B. semi-monthly reports will give two ratings—one for the 33 cities surveyed in recent years, and the other for those of the 81 cities which are carrying a specific program.

Crossley, Inc., will continue to do the C.A.B. field work.

## Newspapers

General or national advertising lineage in newspapers of 52 large cities in the year 1943, Media Records reports, was the largest since 1931. In December this classification was at a record level for the month.

\* \* \*

Bureau of Advertising, American Newspaper Publishers Association, reports that war-theme advertising in United States daily and Sunday papers in November totaled \$4,255,325, with War Bonds, National War Fund, "Don't Telephone" and food accounting for about half of this figure.

\* \* \*

Brooklyn Eagle and Salinas Cali-

SALES MANAGEMENT

Now

**COMPLETE COVERAGE**  
**of Illinois' FIRST MARKET**  
(OUTSIDE CHICAGO) **at One Low Cost**

RICH



Merging of Peoria's two great newspapers gives PEORIA AREA the most powerful news, service, and advertising medium in the history of the market.

Peoria area—with Peoria FIRST among midwestern cities in per capita retail sales\*—is a rich market. Above average incomes are well balanced between agriculture and industry. War orders—sure. But no "ghost areas" when peace comes because war orders are mainly for Peoria factories' peace time products. Get going in responsive PEORIA AREA now! Send for facts.

pay-out

\* Source — Sales Management Statistics



**The Tallest Market of the Midwest**  
**PEORIA NEWSPAPERS INC.**  
PEORIA MORNING STAR PEORIA JOURNAL-TRANSCRIPT  
SUNDAY JOURNAL-STAR

WARD-GRIFFITH COMPANY, Inc.  
National Representative  
Salt Lake City - Los Angeles  
San Francisco - Chicago - Boston  
Detroit - Atlanta - New York

Norman become bureau members. . . The bureau's 23rd annual dinner will be held at the Waldorf-Astoria, New York, on April 27. Charles F. McCahill, Cleveland *News*, is dinner chairman.

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Detroit *News* ranked first among seven-day papers in total advertising in 1943, says Media Records, followed by Chicago *Tribune*, Washington *Star*, Milwaukee *Journal*, New York *Times*, Baltimore *Sun*, Philadelphia *Inquirer* and Los Angeles *Times*—each with volume of more than 20,000,000 lines.

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To conserve paper, Chicago *Tribune* drops Saturday "help wanted" classified ads. . . Chicago *Times* eliminates all space discounts—retaining previous open rate on a flat rate basis. . . Philadelphia *Bulletin* reduces date line and folio number on top of each page from eight columns to two, increasing printing surface of page by 40 lines. . . New York *Mirror* issues a promotion piece, "Can a Tabloid Be a Good Newspaper?" . . . New York *Times* launches a business paper campaign, through Hirshon-Garfield, Inc., on New York as the "key to America." . . Grit, Williamsport, Pa., issues a folder on a copy-testing plan, embracing two or four ads in the same issue, page and position.

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Glenn Mills, Chicago, is named western advertising manager, and Stanley J. Berman, New York, eastern advertising manager of Western Newspaper Union. . . Jerome Hirschfield becomes local advertising manager of Milwaukee *Sentinel*.

## Magazines

To aid the domestic pulpwood industry in reaching a WPB-established 4,000,000-cord goal in 1944, Periodical Publishers National Committee is formed, on the initiative of National Publishers Association, with Arch Crawford, from Curtis Publishing Co., as managing director, and headquarters in Washington. The committee is now working with the Forestry Service and farm groups in New England, offering War Bonds and other inducements to get farmers to cut more pulpwood. The program will be extended to other pulpwood-producing areas, and paid advertising will be run in local and regional farm papers. . . With the aid of several media, the 1943 pulpwood production reached its 13,000,000-cord goal.

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Look devoted 17 editorial pages in recent issue to the question, "Can

we avoid another depression?" Specific means were shown to check inflation by curbing unnecessary buying. The section is being reproduced in a 32-page booklet to business men.

\* \* \*

*Time* becomes "the first national magazine ever printed in California for California readers," with a special weekly edition published in Los Angeles. *Time* also will be printed soon in Sweden. . . War models of Norman Bel Geddes, pictured in many issues of *Life*, will be shown at New York's Museum of Modern Art until March 5. . . *The Saturday Evening Post* sponsors "The Listening Post," a four-a-week evening program on 67 Blue stations, through MacFarland, Aveyard & Co. . . *Woman's Home Companion* begins a business paper campaign, through McCann-Erickson, on the theme, "If she's going to say 'yes' tomorrow, she had better know you today." . . *Flying Aces* starts a series of double-page spreads in business papers, through Ralph H. Jones Agency, pointing out that "wherever there is aviation activity, *Flying Aces* sales are soaring."

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Copy Advisory Committee, magazine division, elects Frank Braucher of Periodical Publishers Association as

chairman for 1944. . . Saul Z. Oppenheim, for 15 years advertising and sales promotion manager of Scholastic Magazines, New York, is now sales promotion manager of *Western Family*, Los Angeles. . . Jerry Young joins the promotion staff of McCall Corp. Donald W. White leaves McCall for the merchandising staff of Young & Rubicam. . . C. Haldane Johnson, from WPB, is now assistant to Neilson M. Mathews, vice-president and general manager of *Farm Journal*. T. W. Lord and R. G. Phillips become, respectively, New York manager of *Farm Journal* and of *Pathfinder*. . . Michael J. Hueston is named Boston advertising sales manager of *Country Gentleman*.

## Business Papers

Ellis Publications, Inc., New York, introduce *Jewelry*, a weekly news magazine for retail jewelers throughout the country. Lew Schwartz is publisher; Jack J. Boyle, vice-president; Whitford Carter, editor, and Dodd Coster, advertising manager. . . Eric Ainsworth is named advertising manager of Liquor Publications, Inc., New York. . . O. Fred Rost, editor of *Wholesaler's Salesman* of McGraw-Hill, is made publisher of that paper.

# AN INVITATION TO SALES EXECUTIVES

Plan Now to Give Your Sales Force the EXTRA Selling Help of an Individually Designed Stebco Presentation Portfolio

Whether you are ready now or will not be ready until later, we invite you to seek our counsel on the designing of modern, convenient and effective presentation portfolios. Our twenty-five years experience in designing sales presentation plans for many of the country's outstanding sales forces is at your disposal. Let us help you design the type of Stebco case best suited to your needs now. Write today.

**OVERSIZE RING BINDER**  
7-9-16—1½" ring capacity  
for 11" x 8½" sheets, price  
lists, sales data. Wide capacity.  
Excellent arranged for sales  
accessories. Constructed of long-  
wearing herringbone twill in blue  
or olive drab. . . . \$11.00

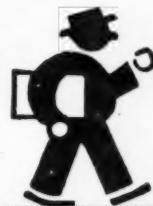


**HEAVY DUTY BRIEF BAG**  
10-F-16—18" x 14"—Large capacity,  
3 pockets. For samples, sales  
data, etc. Wide opening frame.  
Constructed of long-wearing  
herringbone twill in blue  
or olive drab. \$16.00

**STEIN BROS.**  
*Manufacturing Co.*

233 SOUTH GREEN STREET • CHICAGO 7

*Fine Brief Cases and Portfolios Since 1918*



**STEBCO**  
BRAND MARK

# Comment

BY RAY BILL

**R**ICHBERG ON STRAIGHT THINKING: In a talk made before a group of 700 New York sales executives who are participating in a post-graduate management course, Donald Richberg pleads for less "criticizing, denouncing and deploring" by business, and more of a constructive approach to the problem of establishing a better understanding between business, labor and government. He pointed out that each of these three elements must be prepared to adopt an attitude of unselfishness if all are to enjoy the benefits of free enterprise.

The audience found especially interesting his statement of "four essential contradictions" inherent in four conceptions we commonly regard as characteristic of the "American way of life."

1. *Freedom* can be maintained only by restraints on freedom.
2. *Free competition* can be maintained only by the regulation of free competition.
3. *Democracy* can be maintained only by the existence of an aristocracy. (Mr. Richberg uses the word "aristocracy" in the sense of its reference to a body of men equipped by education, experience and training to make a business of government.)
4. *Free enterprise* can be maintained only by some degree of government control.

These conceptions, we believe, are inherently sound. And a careful study of them, one by one, will give any business man a clearer understanding of the issues which enter into this problem of establishing a more effective co-operation between government, labor and business. As individual citizens we recognize the truth of the statement that freedom can be maintained only by restraints on freedom . . . without laws governing property rights, for example, we could not maintain an orderly society. It should be equally obvious that we cannot enjoy a state of free competition without laws forbidding monopolistic practices. The significant point most often overlooked with respect to free enterprise is that it must mean free labor and free customers as well as free management.

Mr. Richberg concluded his discussion by outlining a labor-peace program and a free competition program. He believes we should require by law the peaceful maintenance and revision of labor contracts between chosen representatives of labor and management, aided by government mediators, with all parties obligated to submit unsettled issues to impartial arbitration under Government control. "The worker should be protected by law," he said, "in his freedom to choose his own employer, free from coercion by either organized management or organized labor."

Outlining his free competition program, Mr. Richberg pointed out the need for constructive regulation of competitive practices to prevent fraud and coercion, monopoly controls of prices, production and wages, and unfair competition in labor conditions. Unless we earnestly seek the establishment of a healthy state of free competition, he warns, we shall inevitably face more and more political regulation.

We need more of this enlightened type of thinking in management circles.

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**H**OW MUCH FOR ADVERTISING? The question came up again from the floor, at the recent marketing meeting of the American Management Association in New York: "What percent of sales should a such-and-such type of company spend for advertising?" . . . and it comes again and again in the mail addressed to the SALES MANAGEMENT editors. Perhaps it's time we put our answer to this question on the record . . . or rather, that we came out flatly and stated that, in our opinion, there isn't any answer to it.

The question usually takes this form: "What is the average per cent of sales spent for advertising by firms in the jewelry field?" (Or the hardware field, or the steel industry.) Such a figure is, in our opinion, not only meaningless, but positively misleading.

Before any board of directors can decide upon an adequate advertising expenditure, there are many questions to be answered: How big is the company? How well established in its field? Is there still a large amount of missionary work to be done before the public will accept the idea of the service or the product? How extensive is competition? How active is competition in merchandising and advertising? How saturated is distribution? All of these things—and more—enter into the decision as to what constitutes a fair per cent of sales for advertising.

If it is to be used effectively as a tool of the marketing department, advertising must be meshed into all other phases of the marketing plan. Without such integration much of its potential is lost. Few are the companies in which advertising can carry the whole load. If analysis shows a firm is essentially weak on the personal selling side, and is ill-equipped from a distribution standpoint for its dealers and distributors to take advantage of all-out advertising effort, then it's quite possible that these phases of operation need strengthening before a big appropriation is justified.

Advertising that fails, not because it was bad advertising, but because it had nothing to support it in the way of follow-through, is an expense to the company and black-eye for the advertising industry. Like any individual salesman, or like a machine in the billing department, must pay its way or it is uneconomic to keep it on the payroll.

We believe, therefore, that any company that tries to arrive at its appropriation by looking at average figures for its industry, or asking some outside expert to take a shot at guessing what it ought to be, is on unsound management ground. The better approach is that of making the detailed analysis of the company's sales and production objectives, its current marketing situation, and its overall market potential, and then applying considered judgment with this question as a criterion: "What can we do now and through advertising that we can't do more cheaply by some other method?"

If we do this, advertising can and will stand on its own two feet and deliver. And management will substantially improve its technique for using this powerful sales tool.

SALES MANAGEMENT